

# ALBANIAN JUSTICE SECTOR STRENGTHENING PROJECT (JuST)

## YEAR 3 ANNUAL IMPLEMENTATION REPORT



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*On the cover: President Bujar Nishani and Justice Minister Eduard Halimi open the Court Leadership Conference on May 15, 2013.*

## ACRONYMS

|       |   |
|-------|---|
| AJJ   | Association of Journalists for Justice            |
| ALTRI | Albanian Legal and Territorial Research Institute |
| APS   | Annual Program Statement                          |
| CLE   | Continuing Legal Education                        |
| CSO   | Civil Society Organization                        |
| DAR   | Digital Audio Recording                           |
| JuST  | Albanian Justice Sector Strengthening Project     |
| KRA   | Key Results Area                                  |
| MOJ   | Ministry of Justice                               |
| NCA   | National Chambers of Advocates                    |
| NCM   | National Chamber of Mediators                     |
| NGO   | Non-governmental Organization                     |
| NSA   | National School of Advocates                      |
| PAKS  | Automated Calendar Management System              |
| RFA   | Request for Applications                          |
| UAJ   | Union of Albanian Judges                          |
| UTLF  | University of Tiranë Law Faculty                  |

## **Executive Summary**

The Albanian Justice Sector Strengthening Project (JuST), operated by Chemonics International, is pleased to present its Annual Implementation Report summarizing accomplishments achieved during its third year.

JuST completed its third year in a strong position. The project has an experienced and respected team, which has established strong and productive relationships with its counterparts, including the Ministry of Justice (MOJ), the High Council of Justice, the Union of Albanian Judges, the National Chamber of Advocates, the University of Tirana Law Faculty, the Magistrates School, and the new National Chamber of Mediators, among others. Working in partnership with these counterparts, the project made significant progress in virtually all activities, including the digital audio court recording initiative, court calendaring activity, mediation pilots, CSO trainings, donor coordination, strengthening the Union of Albanian Judges, strengthening CLE courses, and creating a legal periodical for the legal profession.

JuST works closely and regularly partners with other justice-sector donors, and hosts quarterly donor coordination meetings. JuST publishes a quarterly donor newsletter on justice-related activities, called “Connections”. This year, the project hosted the Court Leadership Conference, a major national event that brought together all key actors in the justice sector in Albania.

Overall, JuST is well into the implementation phase of a comprehensive approach that recognizes that change requires close collaboration with counterparts, civil society groups, and relevant professional bodies. The civil society grant program is vibrant and active, and producing good results.

Highlights of progress to date under each of the project’s three components are set forth below.

## **Implementing Environment**

Albania appears to be stalled in its quest to transform itself into a modern and prosperous European democracy with strong institutions based on the rule of law. Having achieved admission to NATO and visa liberalization, it has nevertheless remained mired in a political stalemate for the past four years. While the Socialist Party’s landslide victory in the June 2013 parliamentary elections brought a fresh breeze of change, Albanians remain skeptical of their government until they are able to see tangible results. Nonetheless, such change has created a power vacuum that can potentially lead equally to challenges and opportunities. After eight years, Albanians hope to sail in a different direction, although unclear as to what that may be.

The United States remains committed to assisting Albania as it seeks to strengthen its institutions and enhance the rule of law. To this end, USAID/Albanian JuST, a \$9M, five-year (October 2010-September 2015) project implemented by Chemonics International, works with Albanian governmental and non-governmental organizations to: (1) increase court transparency, fairness, and efficiency; (2) strengthen civic engagement to stem governmental and justice sector corruption; and (3) modernize legal education.

## **Summary of Key Results in Year 3**

This report covers Year 3 of the JuST Project, October 1, 2012 through September 30, 2013.

### **Summary of Key Results, Component 1 – Court Transparency, Fairness, and Efficiency**

- The installation of digital audio recording equipment surpassed the half-way mark, reaching twenty courts by the end of Year 3.
- Digital audio recording became the recognized standard for achieving more accurate trial records, and the Civil Procedure Code was amended to further reinforce this new reality.
- The Tirana District Court adopted JuST recommendations to separate public areas from judicial offices.
- Established Public Information Offices in two courts, setting a standard for future courts.
- Mediation programs were implemented in three additional courts in the southern region of Albania, with a total of 580 cases successfully mediated nationwide.
- The National Chamber of Mediators was established.

### **Summary of Key Results, Component 2 – Civic Engagement**

- Support to the Union of Albanian Judges resulted in international recognition, membership growth, and active engagement on key policy issues for the independence of the judiciary.
- The Association of Journalists for Justice, a new organization dedicated to investigative reporting, was established as a direct result of JuST-sponsored training.
- An independent online venue for publishing investigative reports uncovering corruption was launched and is growing.
- CSO capacity building activities have resulted in more targeted proposals and projects being in line with the grant program objectives.

### **Summary of Key Results, Component 3 – Education of the Legal Profession**

- The Continuing Legal Education (CLE) program extended to the third regional chamber, following the enactment of amendments drafted by JuST which makes CLE mandatory for all attorneys.
- The legal bar journal, *Akokatia*, achieved sustainability by continuing to publish high quality quarterly journals without USAID financial support.
- The Legal Clinic was formally established as part of the law school curriculum. Students enrolled, and criminal law students received trial advocacy training for the first time.
- The first Law Faculty Students Career Day was held at the University of Tirana Law Faculty.
- A searchable database of Supreme Court decisions was completed in cooperation with the Magistrates School, and launched on the 100<sup>th</sup> anniversary of Albanian Justice Day.

### **Cross-cutting Activities: Donor Coordination**

JuST has become the focal point for donor coordination in the justice sector. Since the beginning of the project, JuST has hosted quarterly Connections Coordination Group meetings with representatives from donor projects in the justice sector. Regular participants include OPDAT, Euralius, OSCE, various EU-sponsored justice-related twinning programs, and foundations such as the Open Society Foundation for Albania and GIZ. These meetings provide an opportunity to update one another on projects. It is also a venue where donors can submit brief descriptions of project accomplishments and upcoming activities for publication in the newsletter, “Connections / Komunikojmë”. The aim of this newsletter is to inform

stakeholders on a quarterly basis about the work of justice sector projects in collaboration with Albanian partners. The newsletter is issued in English and Albanian in electronic format, posted on donor websites, and distributed widely via e-mail to all partners and project counterparts in the justice sector.

## **COMPONENT 1 – COURT TRANSPARENCY, FAIRNESS, AND EFFICIENCY**

### **A. Results Achieved During Year 3 Compared to Annual Work Plan Targets**

#### **KRA 1.1: More Accurate Trial Records**

When the JuST was launched in 2010, accurate trial records rarely existed in any court in Albania. Some courts had reasonably accurate typed summaries of trials. Other courts were still relying on hand-written summaries. A few courts had analog recording devices in selected courtrooms, but they were rarely used. Thus, a key element of due process – reviewability – was inadequate or lacking completely. Lawyers complained that court secretaries did not properly capture their legal reasoning. Trust in the judiciary was very low. It was against this backdrop that the USAID Rule of Law strategy called for more accurate trial records through the implementation of audio recording technology.

During the early months of JuST, the Project assessed court needs, and made strategic decisions regarding the technology to be used in order to achieve the goal of producing a verbatim record of trial proceedings. The JuST approach called for an easy-to-use technology (with Albanian language interface); installation in every courtroom; an extensive training component; careful attention to the legal environment, suggesting changes where necessary; guidance to courts in developing new procedures; and techniques for building public and institutional support for full implementation.

This implementation approach was fully developed during Year 2, when JuST equipped seven courts encompassing 26 separate courtrooms with digital audio recording (DAR) technology. During Year 3, the basic approach was fine-tuned and perfected. The JuST team continued to solicit feedback from all users, incorporated suggestions, adjust the training approach, and solve problems as they arose. By the end of Year 3, JuST had completed full installation and trainings in twenty courts, including the biggest and most difficult urban courts in the country, Durres and Tirana.

Implementation of new technology projects is never easy, especially in traditional institutions like courts. However, when properly planned, with careful attention to every detail beginning with the need to make court support staff comfortable with change, it can be done successfully. At the end of Year 3, with two thirds of the installations completed, it is clear that this USAID initiative is having a profound and transforming effect on the justice system. Many observers have noted that courtroom decorum improves immediately once the new equipment is put into use. Lawyers are insisting that their arguments be recorded. Judicial inspectors are coming to realize that with everything being recorded, complaints against judges are likely to go down, while the quality of investigations will go up. For the first time, inspectors have the tools to investigate complaints.

Judges, too, recognize the benefits and are embracing the technology. Each year, all courts issue annual reports during public events attended by members of the High Council of Justice and the news media. The reports include detailed analyses of cases, workloads, and statistical tables, along with noteworthy accomplishments during the previous year. Courts that moved

to digital audio recording prior to the issuance of these reports noted the importance of this change to their operations. Typical of the many accounts is the following:

*Since the installation of the DAR system in November 2012, we have a very important challenge for the future, namely the faithful implementation of audio recording for all court sessions, both preliminary proceedings and trials. Along with the increase in accountability and efficiency in the judges' work has come indisputable advantages, such as:*

- *Reductions in the length of the court sessions and an increase in transparency for the procedural actions that are performed during the session;*
- *An increase in solemnity of the judicial processes along with an increase in the reputation of the judicial power, which leads to improvements in public perceptions of the judiciary;*
- *Creation of the possibility for a more efficient control for judges, based in facts, with regard to the elements of due process, preservation of independence, etc.<sup>1</sup>*

This annual report and others like it represent a broad embrace by court leaders of digital audio recording technology. One chief judge, reporting on her court during a recent Audio Recording Advisory Board meeting, said “the usage of the recording system will increase the trust of the public toward the justice system, because everything is monitored and can be controlled at any time that such a thing is required to be done,” adding that the “system has disciplined not only the parties, but also the judges.”<sup>2</sup>

As noted above, one element that has contributed to successful implementation to date has been the constant solicitation of feedback from those who have the most at stake, or for whom the technology represents the biggest change. There are two main ways of soliciting feedback and achieving buy-in: 1) through regional conferences; and 2) through regular quarterly meetings on an audio recording advisory board established by JuST.

During Year 3, the JuST team convened two regional court leadership conferences upon the completion of every court in an appellate district: the Korça regional conference on December 18, and the Durrësi regional conference on March 15. The format of the conferences has been to invite judges as well as all secretaries, court chancellors, and IT professionals from each of the courts in the appellate district. Representatives from the High Council of Justice and the Ministry of Justice are always present to reinforce the message that this is a priority initiative. Participation has been almost 100%, with 60 attending the Korça event, and 98 attending the Durrësi conference. Break-out sessions by court function have proven to be a useful mechanism for identifying implementation issues and developing solutions. The conferences also reinforce the idea that holding sessions in courtrooms and producing a verbatim record are all part of a well-functioning judicial system, and is the new standard for Albania. Specific court-by-court data can now be discussed and analyzed with the development and deployment of new automated management reports using PAKS Plus.

The development of PAKS Plus has been a significant factor contributing to success in reaching full implementation of audio recording. This software, which evolved from courtroom calendaring application designed by JuST and which is fully described in the next section, links court scheduling data with the audio recording data, and was completed early in

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<sup>1</sup> Annual Report for 2012, Pogradeci District Court, Page 72.

<sup>2</sup> Comments of Rexhina Merlika, Chief Judge of Kruja District Court, March 13, 2013.

Year 3. After being thoroughly tested, refined, and installed wherever audio recording installations have been completed, it is now producing useful management reports. The software can produce tables and charts depicting the use of audio recording technology by court, by courtroom, by judge, or by case type. The program also provides an automated basis for producing the required implementation reports for the MOJ.

As anticipated, whenever court-specific data is compiled, judges are keenly interested in the performance of their courts, especially when displayed during presentations at events such as the regional court leadership conferences. Judges reaching the 100% level of audio recording take pride in their accomplishment, and more importantly, monitor the performance of their courts to ensure that they remain as models. Other courts simply have too many judges for too few courtrooms, and their courts will continue to lag behind the courts of their colleagues until more courtrooms are built. Significantly, capturing this comparative performance data and having the ability to compare court performance through graphical charts is adding pressure on individual courts and the Albanian Government to address infrastructure shortcomings. There has been a recent and significant expansion in the number of new courtrooms planned. PAKS Plus seems to be confirming one of the principles of the good government literature points, that “what gets measured, gets done.”

Presenting the tables and charts from PAKS Plus has become part of the format for the regional court leadership conferences, and invariably serves to spark discussions and reflection. Facilitating discussions and hearing what the issues among appellate and first instance judges are has provided useful information for the JuST legal team to address emerging issues in the use of the court technology through drafting procedure code amendments.

The JuST team produced three noteworthy results during Year 3, based in part from feedback from the regional conferences, as well as issues that continually arise during training or in the context of advisory board meetings. The legal team drafted two “Instructions” relating to audio recording, which were adopted and issued by the Ministry of Justice. The second “Instruction”, issued on September 3, provided guidance regarding the application of the recently-enacted amendments to the Procedure Code. The team also contributed language to help amend the Civil Procedure Code regarding legal status of audio recording. All of these changes have had the effect of bringing the legal framework into line with best practices in using the new technology.

An important activity in the acceptance of these transformative changes has been a targeted program to increase public awareness, including the public’s rights in obtaining recordings of public trials. This awareness-raising campaign has been ongoing for the majority of the project to date, beginning with roundtables, technical demonstrations, and meetings. As each court installation is completed, public outreach efforts are carried out that reach prosecutors, defense lawyers, parties to cases, and other interested stakeholders. The general message has been that digital audio recording functions in every courtroom, and that it is available as part of the overall case file. The public outreach tools that have been utilized include live presentations of DAR to stakeholders; a DAR system key features multimedia presentation shown or distributed on CD; informative posters at the court entrances; signage and customized nameplates in every courtroom; a regularly updated DAR “Frequently Asked Questions” brochure; and DAR informative seminars with prosecutors and lawyers conducted in courts contemporaneous with installation and training.



JuST is constantly looking for new opportunities to spread the message. During the past year, the 100<sup>th</sup> anniversary of Albania's justice system was commemorated in May by holding Open Court Days at the Pogradeci District Court and the Serious Crimes First Instance Court. Both occasions were used to further publicize DAR. Online, USAID Albania's Facebook page and JuST Forum Albania ([www.justforumalbania.org](http://www.justforumalbania.org)) have also been utilized for DAR public outreach purposes. DAR updates have regularly appeared in each "Connections" newsletter. In addition, during Year 3, an informative leaflet for the public on how to request DAR copies, based on the relevant unified procedure and standard request form developed with project support, was prepared and delivered to DAR courts. This has been an extremely effective activity, which brings uniform procedures to all courts, conveying the explicit message that the public record of court proceedings is available to the public.

### **KRA 1.2 Improved court management leading to more transparent and efficient court operations including court hearings that are more open to the public**

At a fundamental level, the rule of law requires a clear and consistent legal framework, where public officials and institutions are held accountable, where disputes are settled peacefully and effectively, and where citizens have confidence in the operations of their justice system. USAID assistance to Albania consists of specific strategies designed to bring justice sector institutions closer to these ideals. Due process requires a reviewable record – thus the introduction of record-making technology. Citizen confidence in the justice system requires transparency and openness – thus the emphasis on holding trials in public courtrooms. Public satisfaction with the administration of justice requires a level of efficiency and a basic belief in the fairness in court procedures – thus the encouragement to apply modern management principles to the processing of cases passing through the court system. These elements are inter-related. Success in one area yields dividends in other areas. More accurate trial records (through the introduction of audio recording) immediately results in more transparency and eventually increases public trust in the judiciary.

Early in the project, considerable effort was directed to encourage the two largest courts (the District Courts of Tirana and Durres) to improve their case management practices, with the aim of scheduling a higher percentage of cases in public courtrooms rather than in judges' offices. The infrastructure challenges were daunting, as both courts had (and still have) far more judges than available courtrooms. The reluctance of court staff to change engrained work habits was an impediment to even modest improvements. For these reasons, practical suggestions made by JuST, our embedded court advisor, and the team from the Federal Judicial Center who conducted a courtroom usage study in these two courts gained little traction during the first two years of the project.

During Year 3, these early efforts and persistence on the part of the JuST team finally began to produce results. Two breakthroughs occurred. First was the development and deployment of a simple software tool that permitted judges and court secretaries to view in real time the availability of courtrooms, and then reserve them for hearings. Second was a change in leadership in the Tirana District Court, with new Chief Judge Fatri Islamaj bringing willingness to institute change.

The Program for the Management of the Judicial Sessions Calendar ("PAKS") was initially developed using JuST technical support coupled with judicial participation in the design of user interface for this courtroom management software tool. The primary objective of the software was to develop an online reservation system for courtrooms. The program was designed to capture data already being entered into the court management information

system, thus making it easy for court staff to use. Almost immediately, other Chief Judges became aware of the existence of PAKS and requested the software for their own courts. Even courts with adequate courtrooms found that they still needed to schedule them, and this program proved extremely useful. A significant accomplishment during Year 3 was the decision of the Ministry of Justice to make PAKS (and later PAKS Plus) available to all courts in Albania, as one of the basic management tools of the case management system.

As often happens with software development, successfully implementing one feature quickly sparks requests for more features. JuST is committed to maximizing the use of digital audio recording technology. It quickly became apparent that a program that captures the number of court hearings could also gather information on the number of recorded hearings, thus providing an analytical measure or “score” for the level of implementation of audio recording. (See previous section for more details on how this functionality, “PAKS Plus”, has been implemented and is being used.) During Year 3, a total of 19 courts were using PAKS and PAKS Plus for scheduling courtrooms and measuring the extent of audio recording usage. The software will be extended to all remaining courts during Year 4.

A major push to promote improved court management leading to more transparent and efficient court operations took place on May 15, 2013, during the Third National Court Leadership Conference. This year, the primary focus of the conference was the role of court leadership in improving the performance of the court. The conference, held in cooperation with the OSCE Presence in Albania, brought together the entire judicial leadership of the Albanian Judiciary.

Albanian President Bujar Nishani launched the event by expressing his gratitude to all American citizens, “who as taxpayers support the numerous U.S. projects in Albania in our justice system and rule of law.” He went on to say that “in order to earn public trust and confidence, the court should function as an impartial and independent institution, separated from the government’s executive and legislative branches.”

Minister of Justice Eduard Halimi, adding his own words of welcome, expressed his gratitude and strong support for the JuST project and the “excellent work Jay Carver is doing here in Albania.” Addressing Chief Judges at all levels of the judiciary, Minister Halimi renewed his call for reforms:

*A year ago, together with Jay, we promised to carry out several reforms that would help improve the justice system in our country. We promised you and the Albanian citizens that the reforms we were about to undertake would not only simplify the citizens’ access to justice, but would also influence to build their trust in justice.*

Minister Halimi, a key partner in the project’s success, expressed his deep support for the JuST program, stating that “Together, we have established the electronic case management system and are installing the audio recording in each court, one by one, which makes our judiciary one of the most transparent in the region.” He credited the project by saying that “none of these reforms would have been possible without you, without your support, without the support of the judges, and the extraordinary power of conviction by the leadership.”

The conference brought together Chief Judges from all courts in Albania, including trial level, appellate, the Constitutional Court and the Supreme Court. A total of sixty judges participated. Organized around the theme of judicial leadership in improving the quality of

justice, Chemonics fielded 34-year veteran Judge Truman A. Morrison of the D.C. Superior Court to share his experiences in ongoing judicial education and training. Challenging his judicial peers, Judge Morrison shared his message that “as judges... we have a natural and wholly proper responsibility to care deeply about the character and quality of justice administered in our courthouses. The quality of justice cannot and will not take care of itself! Experience everywhere instructs us that justice is decidedly not self-administering.” Judge Morrison went on to describe how he and his colleagues successfully took on the challenge of eliminating chaos in the management of cases, and the beneficial impact their changes have had. JuST is seeking to encourage similar problem-solving approaches in the Albanian courts.

Group discussions at the conference were led by two international speakers, Honorable Hanne Sophie Greve, Vice President of the Gulating Court of Appeals, Norway, and former judge at the European Court of Human Rights in Strasbourg, along with Judge Morrison.

The theme of the conference was well received, and a number of Chief Judges expressed interest in applying some of the “active case management” techniques described by Judges Morrison, Greve, and the OSCE study entitled “Towards Justice.” An important result of the conference was the decision by JuST and OSCE to join forces, select a “pilot court,” and work intensely with them over the coming year to demonstrate in Albania the kinds of improvements seen elsewhere. After careful consideration, the District Court of Kruja was selected. Baseline data was gathered in August, following discussions over the summer with the Chief Judge, and this “before” picture of court operations will be the foundation for future planning and goal setting.

Through this pilot court project, JuST and OSCE hope to demonstrate the benefits of “active case management.” A significant development in recent decades has been the application of management concepts to the movement of cases in a courthouse. Central to the idea of “active case management” is the recognition that judges, with the assistance of court administration, must take “ownership” for the movement of cases through the system from filing to final disposition. While each actor in the system has specific roles which must be respected, it is the responsibility of judges, supported by court managers, to lead the effort. Gaining greater control of the case flow process can lead to more effective advocacy for all litigants. Unnecessary continuances should be avoided. Trial dates should be firm. The court should set clear expectations of what is expected of attorneys at each event, along with what the judge will do if the expectations are not met. This is the essence of active case management. The principles are the same in both common law and civil code systems, and examples of substantial improvement in the delivery of justice can be found in courts throughout the world.

Some of the areas in which JuST and OSCE plan to focus its efforts are: reducing the number of non-productive hearings; improving access to the court; and improving the transparency of the court.

The Court Leadership Conference, the work done by the Justice Project of the OSCE Presence in Albania, and the leadership qualities of Chief Judge Rexhina Merlika of the District Court of Kruja have come together to present an opportunity for JuST to make a significant contribution to this key results area. By demonstrating that better practices can successfully be implemented in the District Court of Kruja, we expect to see improved court management, leading to more transparent and efficient court operations which are more accessible to the public.

### **KRA 1.3 Reduced Case Backlogs**

Reducing case backlogs is an important objective in building trust in the judicial system. JuST is promoting several activities to reduce case backlogs, including modern case management practices (described in the previous section) and alternate dispute resolution techniques – namely mediation. Mediation, when successfully implemented, brings multiple advantages to the court system, including reduced costs to courts. Furthermore, parties that work out their differences together, in the context of mediation, are likely to be more satisfied with the outcome. If resolution of a problem can be worked out among the parties themselves, there is no room for corruption, or the perception of corruption. Finally, mediation tends to be a much quicker process than traditional litigation. For these reasons, USAID has actively supported the development of mediation in Albania, and in many other countries. JuST has supported and nurtured two “court connected” mediation programs since Year 1 in the District Courts of Durres and Korca.

During Year 3, JuST support for mediation in Albania took three forms. First, JuST continued to support the original two programs located in the District Courts of Durres and Korca, which focus on commercial and family cases. Second, JuST supported a mediation program in southern Albania through providing a small grant to a local NGO: the Community Center for Gjirokastra. While maintaining elements of court-connected mediation, it broadened the scope of services to include different kinds of cases that have the potential to be resolved before a case is filed in court. The Community Center established mediation offices in the southern cities of Gjirokastra, Permeti and Saranda. Third, JuST supported the establishment of the National Chamber of Mediators, authorized by the Law on Mediation that became effective in February 2011. In each area, positive results were achieved, though not without challenges.

By the end of Year 3, JuST could count among its results the formal establishment of the National Chamber of Mediators – a legal entity which will be the focus of JuST’s efforts to support mediation for the remainder of the project. Through the various mediation programs supported, a total of 748 cases have been referred for mediation, with 580 of these cases being successfully resolved.

### **B. Year 3 Implementation Challenges**

Regarding the most visible key results area: ensuring more accurate trial records, Year 3 proceeded smoothly with the installation of DAR equipment, and JuST was able to maintain the schedule set forth in the Year 2 work plan. Flexibility was required to meet changing circumstances – the most significant being an increase in the number of new courtrooms being built. Since an important strategic objective of this initiative is to leave no court without DAR equipment, these changes required reallocating audio recording equipment designated for installation later in the schedule.

In the second key results area, improved court management leading to more transparent and efficient court operations, challenges identified in Year 2 were largely overcome in Year 3. The new Chief Judge of the Tirana District Court, Fatri Islamaj, demonstrated a willingness to make changes in the way the courthouse is configured. Adopting a recommendation made early in the project by JuST’s embedded court advisor, he established separate public areas for awaiting hearings, and re-committed the court to the goal of fully utilizing available courtrooms. To address the severe infrastructure shortcomings, he has taken steps to substantially increase the number of courtrooms available in the near future.

During Year 3, the most difficult challenge for Component 1 was in the field of mediation. While the court-connected and community-based programs supported by JuST operated effectively, the long-term sustainability of mediation as a profession and as an accepted method for resolving disputes depends on establishing the Chamber of Mediators, as envisioned in the Law on Mediation. Progress was essentially stalled for most of Year 3, though individual programs continued to operate as before. Fortunately, significant progress was made during the summer, as the Ministry of Justice moved decisively to clarify contentious issues and to create an environment where the long-authorized National Chamber of Mediators could come into existence. Thus, a logjam has been broken and work can resume on addressing issues that will determine the future of mediation in Albania.

### **C. Observations and Actions Taken to Improve Future Implementation**

With the impasse finally ended during Year 3, JuST can now resume its plans during Year 4 to strengthen the capacity of the new Chamber, and provide ongoing assistance during the infancy of the organization. Policy issues to be decided by the Chamber include, but are not limited to: membership fees for mediators; tariffs for mediation services; ideas for making mediation services available to members of the public without financial resources; and ensuring that court fees and mediation fees are structured in such a way as to encourage the use of alternate dispute resolution techniques.

## **COMPONENT 2 – CIVIC ENGAGEMENT**

Balancing the supply-side of activities under Components 1 and 3, Component 2 activities focus on the demand-side of the equation. By bolstering the capacity of NGOs, including civil society and media, Component 2 aims to educate citizens and NGOs to demand more governmental and justice sector accountability.

### **A. Results Achieved During Year 3 Compared to Annual Work Plan Targets**

The second component of JuST is designed to increase the organizational capacity of CSOs, promote stronger, more effective civic participation, increase public awareness of corruption, and bolster the role of media in investigating and reporting corruption cases.

### **KRA 2.1: Increased Organizational Capacity of Civil Society Organizations and Stronger, More Effective Civic Participation**

#### **Developing the Capacity of the Union of Albanian Judges**

The Union of Albanian Judges (UAJ) is the primary professional association of judges active in Albania. It is important for the independence of the judiciary that there be a strong and vocal association of judges, capable of representing their unique perspective from the bench. As part of its support to strengthen the institutional and technical capacities of the UAJ, JuST sponsored a number of activities during Year 3. The first was coordinating the participation of two judges – Chairman Ervin Metalla, along with the previous chairman, Judge Artur Kalaja – to represent the Union at the 55<sup>th</sup> annual meeting of the International Association of Judges (IAJ) in Washington, D.C. in November. The Albanian delegation was accompanied by programmatic escort and Component 2 Team Leader, Elvana Gadeshi.

Participation in this conference enabled the UAJ leadership to interact with representatives of the IAJ, regional judicial organizations, and country-level judicial organizations, with a particular focus on activities and strategies designed to strengthen their judicial ranks and the judicial system generally. At this meeting, the UAJ was accepted as a regular member of the

international association, with full rights and responsibilities. Based on IAJ standards, UAJ was monitored by a member of IAJ for a period of one year by an appointed *rapporteur*. This process helped to legitimize the UAJ as an independent and apolitical justice sector entity in the Albanian legal sphere.

Following the conference, JuST arranged for the Albanian judicial delegation to meet with several judicial organizations in Washington, DC, including the Federal Judicial Center, the National Center for State Courts, and the Administration Office for US Courts. This latter visit focused on Public Access to Court Electronic Records, a timely topic for the Albanian judiciary as the courts are currently being transformed through the introduction of digital audio recording technology. These meetings were a good opportunity to exchange experiences with different judicial counterparts in Washington, DC, which can potentially provide support and future assistance to the UAJ. A public event facilitated by Chemonics International, and a live television interview on the Voice of America (with broadcast to Albania) with the UAJ chairman, provided additional opportunities for the UAJ to be more visible both at home and among international colleagues in the judicial community.

During Year 3, UAJ continued their public education activities on issues important to the judiciary. In Quarter 1, UAJ developed a strategy addressing “The Union of Albanian Judges’ stand regarding the improvement of the judiciary’s accountability, without harming its independence,” which was distributed to the most important justice institutions in Albania, including the President of the Republic, the High Council of Justice, the Minister of Justice and the Parliamentary Committee for Legal Affairs, Human Rights and Public Administration, as well as international and media organizations in Albania. The principal issues addressed in this document were: 1) the Union’s stance on the issue of independence of the judiciary; 2) efforts to establish a merit system for careers in the judiciary; 3) full transparency, not only with regard to judicial proceedings, but also regarding the public’s right to monitor courts, and the beneficial impact on judicial accountability and administration; 4) all-around efforts to build public trust on justice, because without such trust, Albania’s rule of law aspirations will be impossible; 5) continuous training of judges, which is both a right and an obligation; and 6) the efforts towards a decent treatment of judges through adequate salaries, as this is an important element of independence and accountability.

In the framework of establishing partnerships, the UAJ has signed a cooperation agreement with the University of Tirana Law Faculty and two Private Law Universities, Luarasi and Marin Barleti. Through these agreements, senior students from these institutions had the opportunity to participate in activities at the UAJ office and to become familiar with the courts and how they are functioning. The students also had an opportunity to familiarize themselves with UAJ positions, assist UAJ staff in office operations, and participate in the Union’s membership drive activities.

During Quarter 1 of Year 3, a nation-wide membership drive campaign was carried out by UAJ staff, with senior students’ support, through regional meetings in many courts of Albania. These meetings served to inform the community of judges in Albania about the UAJ and its role in protecting the interests of judges and the independence of the judiciary. Non-members were encouraged to collaborate and to join the judges association. As a result of this campaign, 41 new judges from first instance and appellate courts throughout Albania became UAJ members. By the end of Quarter 3, the membership increased to 186 members, compared to only 45 at the beginning of JuST support.

During Quarter 3, JuST expanded its assistance to the UAJ through a small grant to a local NGO – Partners Albania, Center for Change and Conflict Management. Through support provided by Partners Albania, the UAJ conducted a series of regional cluster groups in Shkodra, Korça, Vlora and Tirana that focused on promoting and facilitating dialogue among all justice sector actors - judges, prosecutors, journalists, mediators, CSOs, advocates, and law students. Participation totaled 152 in the four regional meetings. In addition, Partners Albania assisted the UAJ in creating a media campaign for the 100<sup>th</sup> anniversary of Albania's Justice Day, a campaign designed to increase UAJ visibility among a broader audience. The campaign included a TV spot, and facilitated UAJ participation in some of the most popular talk show programs in the country.

UAJ held its General Meeting on May 18 with a focus on “The role and importance of UAJ in defense of the independence of the judiciary, as a contribution to increasing public confidence in justice.” Seventy association members attended this meeting, as did the Chief Justice of the Supreme Court, the President of International Association of Judges, and representatives from other international organizations.

### **CSO Capacity Building**

An important element of USAID assistance to Albania is strengthening civil society as a means to increase citizen participation and achieve greater transparency and accountability from governmental institutions. With the launching of the new APS in Year 3, JuST conducted informational sessions on the APS, in which questionnaires were also distributed to assess CSO capacity building needs. The CSO training needs assessment conducted in Quarter 2 indicated that most CSOs were interested in receiving training on advocacy, lobbying, and communications. Therefore, in Quarter 3 JuST developed and delivered a two-day regional course to address these needs. Forty-two representatives from 28 organizations participated. The objective of the training was to improve the capacity of CSOs interested in working with the JuST project to initiate and successfully implement projects. The primary focus of these projects will be improving accountability and transparency in the justice sector, but anti-corruption work in other government institutions and agencies is also included, as is a focus on organizing effective advocacy campaigns. The training was well received by the participants, as evidenced by their level of engagement, and their expectations regarding the application of what they had learned. They conveyed particular interest in acquiring new techniques in developing advocacy plans, action planning, networking with other organizations on common issues, and measuring the impact of their activities.

The JuST team has observed a direct correlation between this kind of training, the quality of applications received, and the value of the projects proposed.

### **Justice and Good Governance CSO Grants Program**

In Quarter 2, a new annual program statement (APS 003) was announced. During Year 3, the JuST grant program continued to provide important services consistent with grant program objectives, and the JuST team continues to work with several ongoing grant projects. The first grant awarded by JuST went to a coalition of three NGOs – *Women to Women of Shkodra*; *Women Forum from Elbasan*; and *Center for Legal Civic Initiatives of Tirana*. This coalition continues to operate successfully and according to plan. During Year 3, the NGOs provided free legal aid to victims of domestic violence in the three geographic areas. In addition, the “pro bono” team continued to collect data through monitoring case files in four courts.

During Year 3, JuST awarded several new grants to CSOs, including:

- The ***Gjirokastra Multifunctional Community Center*** was awarded a grant in Year 2, but the Project was implemented throughout Year 3. It continues to enhance mediation and restorative justice practices in resolving community-based problems. This project operates in the South, covering Gjirokastra, Saranda and Përmeti. The Center continues to build confidence among community members on their ability to assess problems and mediate solutions. Judges are increasingly recommending that commercial and family law disputants go to the on-site mediation offices set up in their respective courts. These referrals are serving to reduce court case loads, while providing parties with a faster and less costly alternative to regular court hearings.
- ***ALTRI Center*** was awarded a grant during the second quarter of Year 3. This grant contributed to strengthening understanding between the courts and citizens to promote a more efficient, transparent and accountable judiciary. In the framework of this grant, MoUs between UTLF and the District Courts of Elbasan and Tirana were finalized, providing a significant benefit of practical experience for the law students who have been involved as interns in these courts. After preparing written materials related to mediation, legal aid, complaints against judges, and rights and duties of parties in judicial proceedings, JuST organized two training sessions consisting of three modules for the 40 law students. Students assigned as interns at the Elbasan court have also had the opportunity to volunteer to do administrative work under the supervision of the Chancellor and other judicial administration staff, thus benefiting by working directly with actual court files. In July 2013, the law students were recognized for their contributions through a public event.
- ***Eye of the New Media*** was awarded a grant during the second quarter of Year 3. This project is assisting in improving social services through local capacity building and by focusing public attention on cases of corruption. This organization is working closely with the Association of Journalists for Justice, and their corruption findings and reports are being published in the online media venue supported by JuST.

During Year 3, JuST also used a more targeted mechanism for soliciting grant applications for specific purposes: the request for applications (RFA). Through this mechanism, two additional grants were awarded:

- A grant was awarded to ***Partners Albania, Center for Change and Conflict Management*** (PA), a Tirana-based organization. The purpose of this grant was to support the UAJ to establish regional cluster groups composed of its members, journalists, CSO representatives, citizens, lawyers, mediators, and students from the Law Schools, in order to create an opportunity for the above actors to jointly discuss various issues related to the development of the justice sector, concerns of the citizens, and the perspective of the judiciary.
- A grant was awarded to the ***Albanian National Training and Technical Assistance Resource Center – ANTTARC***: The purpose of this grant was “Knowing and Using the Mediation Service in the Regions of Korçë and Durrës.” The grant was awarded by the end of Year 2, but it was implemented through Year 3. Grant activities were successfully completed by the end of February 2013.



In Quarter 3, JuST issued another RFA for a Regional Court Audio Recording Awareness and Advocacy Campaign. The objective of the RFA is to advocate and raise awareness on court audio recording, aiming to reach a greater public awareness on DAR availability, access and its benefits, and successful advocacy for making DAR usage a performance standard for the courts.

On September 20, 2013, JuST organized a meeting of grant awardees to highlight the various successes achieved through the JuST grants program, which included identifying ideas for effective and sustainable activities and establishing good partnership relations with various stakeholders in the justice sector with the aim of achieving an impact in this sector, among others. Representatives of nine civil society organizations (CSO), grantees of USAID's JuST project, presented the results of projects undertaken in the field of good governance and anticorruption. Eighty-nine people participated in this meeting, including representatives of: a) other CSOs that have not been successful in the first round of grants, so that they learn from best practices and are encouraged to apply in the current and next round of grants; b) mediators from the National Chamber of Mediators; c) representatives from courts and other institutions in the justice system d) journalists of the Association for Justice; and e) students from the Law School. The meeting highlighted the success stories of the JuST Program's First and Second Round of Law and Good Governance Grants, served as a means for CSOs to share experiences and best practices in working in the justice and anti-corruption sectors, and/or being involved in good governance and transparency efforts. This meeting also encouraged ideas for new projects that can be funded under the USAID JuST's Grants Program. The awardees' activities were posted in separate roundtables and through presentations for each grant winner. The participants assessed the meeting as the first of its kind, noting that such models should also be applied by other donors in Albania in order to increase the transparency and better coordination of the activities implemented by the grants' funds allocated for CSOs.

### **KRA 2.3: Strengthened Role of Media in Reporting Corruption Cases**

#### **Train Justice Reporting Fellows**

A vigorous and independent press is a key component in USAID's anti-corruption strategy, and JuST supports these efforts, most recently through support for a new association of journalists that formed during a JuST-sponsored training program. During Quarter 1, JuST facilitated and supported the establishment of the Association of Journalists for Justice, which was legally registered on October 30, 2012. Following the registration, a transitional board of directors worked with JuST's support to organize the first general assembly meeting of the Association in order to elect the new board of directors, as well as to create other organizational structures required in the Association's statute. Kristina Fidhi, a prominent journalist with extensive experience in both journalism and civil society was elected as Chair of the new association.

The journalists involved with the Association were part of JuST's training programs, starting with the Law School for Journalists and the Justice Reporting Fellows Training. The same group of journalists worked to establish the independent media venue and is currently contributing content for reports, blogs and investigative pieces. Throughout the first half of Year 3, this initial group of journalists was trained and mentored by John Holland, an experienced investigative reporter.

### **Establish and maintain an independent venue for investigative journalists to publish their articles**

Work to establish an independent media venue proceeded on a parallel track with establishing the Association of Journalists for Justice. During the first half of Year 3, JuST's investigative advisor worked closely with the IT programmer hired to design the online media platform and all its interactive features. Technical assistance was provided to the IT expert regarding improving the venue's features and generally improving the content of the site and the user experience. The investigative website, [www.investigim.al](http://www.investigim.al), was finalized and launched at the beginning of 2013.

During the early stages of the new online media venue, justice reporting fellows, including those from Tirana, Gjirokastra, Elbasani and Shkoder, were trained on how to maintain and upload appropriate documents, as well as moderate the venue. A manual for users of this site was drafted in both English and Albanian. The first Editorial Director of the online media, Fatmir Popja, was elected among investigative reporters and hired part-time by JuST program. He worked in direct consultation with the Investigative Advisor, John Holland, to screen, select, and edit the very first Albanian language articles submitted by contributing reporters from the Albanian Journalists for Justice Association. The best stories were published on the investigative website for the launching ceremony that was held on January 29, 2013. At the event, more than 25 journalists inquired about joining the new association, with many of them offering to submit stories.

With the website and the entire venture off to a good start, several renowned journalists reviewed the product and offered to assist in the promotion and growth of the Journalists' Association. During the second quarter, the Editorial Director changed, and Leonard Bakillari was hired as Editor in Chief. Working closely with the Investigative Advisor, he ensured that the content, research, documentation, and stories are accurate, fair, detailed, in context, and up to established journalistic standards. His work with his fellow journalists has at the same time served to mentor them, and is producing consistently high quality reports.

On the other hand, JuST is coordinating with other USAID contractors, such as Assist Impact, in order to support the reporters who are publishing their articles on the website with modest awards. The Assist Impact Project conducted an outside review of the Association to assess its capacities and, upon conclusion of a contract with AJJ, in Q3 started supporting journalists for their investigative pieces.

During Year 3, a total of 33 investigative stories and features were published. In addition, a high number of blogs were written by journalists of AJJ and were published on the new website. The number of stories published continues to increase, with the quality of the articles improving over time. As an outcome, journalists are better equipped to investigate and report cases of corruption. Two Albanian daily newspapers, *Gazeta Dita* and *Gazeta Tema* referred to two of the stories published in the investigative website. This shows improved quality of the stories published by the journalists, and has resulted in an increase in readers on the investigative website.

The total number of people visiting the investigative website, [www.investigim.al](http://www.investigim.al), was 7,344 as of September 30, 2013. Most of the visitors are from Albania, Greece, Italy, the United States and Kosovo, with 66.62% of the visitors being first-timers, and an average visit duration lasting three minutes.

A Facebook campaign on behalf of the Association of Journalists for Justice, targeting Albanian Facebook accounts, started on May 13, 2013. The campaign seeks to increase viewers and comments on AJJ stories. The total number of clicks this advert received was 763; the total number of page likes received was 565.

### **JuST Forum Albania**

The JuST team continued to manage and coordinate the JuST Forum throughout Year 3. This mechanism has been further enhanced to respond to the needs of JuST beneficiaries to better communicate, collaborate and coordinate with one another. Separate pages have been created for specific constituencies, such as mediators, members of the Union of Albanian Judges, and CSOs interested in receiving information on the grant process. The quarterly newsletter, “Connections,” is routinely posted on the Forum. During Year 3, the Forum was used by the mediators to coordinate their work to establish the Chamber, to post drafts of governing regulations, and to exchange views on such issues as voting rights. As of the end of Year 3, the number of licensed mediators registered on the Forum was 84, and the number of posted mediation topics posted was 19. Many interested people went to the Forum to receive technical information on JuST’s grant program. During Year 3, a total of 2,653 hits were recorded by users seeking information.

### **B. Year 3 Implementation Challenges**

Activities of the Civic Engagement Component proceeded as planned during Year 3. Perhaps the biggest implementation challenge was launching and maintaining the independent media venue for investigative reporting. Considerable oversight was provided by JuST and its investigative reporter expert to ensure that at launch, the stories were well documented, fair, and well written. To grow, the online venue needs to be continually updated with fresh content, and this implies a need for careful editing to ensure that all published content meets high journalistic standards.

### **C. Observation and Actions Taken to Improve Future Implementation**

To ensure sustainability of the Journalists Association for Justice and their independent, online media venue, JuST intends improve future implementation through continued engagement and assistance. Some assistance will be provided at the local level. Other assistance will come from promoting the establishment of networks of journalists engaged in similar investigative reporting in the region, or encouraging the Albanian journalists to join existing regional organizations.

## **COMPONENT 3 – EDUCATION OF THE LEGAL PROFESSION**

The third component of JuST is designed to address the lack of competency and professionalism among practicing attorneys. This is an important element of the overall strategy to combat corruption and build confidence and trust in the judicial system. The component is designed to prepare better qualified law school graduates. Despite Component Team Leader vacancies, Year 3 brought significant progress and tangible achievements.

### **A. Results Achieved During Year 3 Compared to Annual Work Plan Targets**

#### **KRA 3.1: More Professional Lawyers**

##### **Continuing Legal Education Program**

An important goal of Component 3 is to develop, implement, and ensure sustainability of a Continuing Legal Education (CLE) program for lawyers. A survey of CLE practices in Europe conducted early in the project revealed that CLE programs have become mandatory

in virtually all EU member states. Since the first year of the project, JuST – through a Memorandum of Understanding between USAID and the National Chamber of Advocates (NCA) – has been conducting CLE classes through local chambers of advocates, beginning with chambers in Vlora and Durres. A regulation drafted by JuST project staff and approved by NCM requires that lawyers and assistant lawyers in these pilot chambers acquire 12 course credits on different subjects, such as penal law, civil rights, ethics, penal procedure, European law, legal reasoning and writing, and similar courses.

During Year 3 and in accordance with the MOU, CLE classes were extended to a third local chamber, in Fier. However, this accomplishment came only after a disappointing failure to capitalize on the enthusiasm generated by the successful completion of the first academic year for CLE classes. The momentum stalled. The planned expansion of CLE to the third local chamber was delayed. Paradoxically, much of the delay can be attributed to a significant accomplishment by JuST. In August 2012, the Parliament enacted amendments to the Law on the Legal Profession which, among other things, incorporated language drafted by the JuST legal team authorizing CLE as a mandatory requirement for all lawyers in Albania. The law also authorized the establishment of a National School of Advocates (NSA) – a separate but related milestone that will potentially go far in assuring long-term sustainability for USAID’s efforts to improve the caliber of lawyers in Albania. As has been noted, the National Chamber of Advocates does not have a mature and well-established administrative support foundation. With the passage of these amendments, NCA leadership focused almost exclusively on steps needed to launch the new School of Advocates.

Despite the focus elsewhere, before Year 3 concluded, NCA, with the support of JuST, had resumed CLE classes as planned and according to the published calendar.

### **Bar Journal Publication**

As noted in previous progress reports, a major achievement of Component 3 has been the establishment of the first-ever bar journal of the Albanian legal profession, *Avokatia*. This quarterly legal periodical is aimed at fostering professional debate among the Albanian legal community on newly-approved laws, and the latest Albanian and foreign judicial decisions. This achievement came about following considerable technical assistance, including providing NCA leadership with a concept paper entitled “How to Establish a Bar Journal,” which called for the appointment of an editorial board and an editor-in-chief. The paper offered a step-by-step plan for producing the first issue of *Avokatia*, and provided both technical and financial support.

Following the successful launch of the journal, JuST prepared another concept paper entitled “Discussion Paper on Bar Journal Sustainability” and shared it with the editorial board and the editor. Using this paper as their roadmap, and after organizing a number of outreach activities, the bar journal became well established during Year 3.

Year 3 tested *Avokatia*’s future as it marked the reduction of donor financial support coupled with an ambitious publication schedule. Demonstrating the journal’s sustainability, the quarterly publication schedule has been maintained and a number of issues were published without outside financial support. The bar journal is now well on its way to becoming an established and respected legal periodical, and is already an object of pride and accomplishment for the Chamber. Moreover, it is something greatly valued by the members throughout Albania. During Year 3, JuST conducted a poll to over 100 practicing and assistant attorneys in three regional chambers. The poll found broad support for the

publication, with 90 percent of those interviewed valuing its professional quality and noting that *Avokatia* has enhanced legal debate among practicing attorneys and provided content useful for their legal practice. The poll also found broad support for increasing the journal's focus on issues of relevance for the legal practice of attorneys, including discussion of Supreme Court decisions that have precedential value, as well as topics related to commercial and administrative law.

JuST will remain engaged with the editorial board and the editor-in-chief, and will assist NCA in its efforts to receive approval of academic status for the *Avokatia* from the Ministry of Education and Sciences.

### **Magistrates School Database**

A relatively modest, but still significant, objective in improving the legal education of lawyers and judges was working with the Magistrates School to develop a searchable database of unifying Supreme Court decisions.

Year 3 brought to conclusion the long-planned database. Early in Year 3, JuST engaged the services of a database designer and methodology expert to work with the Magistrates School IT Department in designing and testing the search functionalities of the software. Students of the Magistrates School, under the supervision of faculty, prepared the cases for uploading to the database once the software was finished.

May 9, 2013 marked the official launch of the database. The launching event was organized by the School of Magistrates on the occasion of the 100<sup>th</sup> anniversary of the Albanian Justice Day, and was attended by members of the legal community and senior judicial figures, including the new Chief Justice, Xhezair Zaganjori. The launch included a live presentation on the search functionality provided by the database.

This successfully completed assistance to establish a searchable database of Supreme Court decisions is part of the effort to address the limited precedential value Supreme Court decisions have had so far in judicial practice. Judges, prosecutors, practicing attorneys and researchers in the field are now able to access these decisions through an easy-to-use, online, and searchable database. This achievement should contribute to increasing the standards and predictability of court decisions issued by lower courts in Albania, and generally raise the professional standards of legal advocacy.

### **KRA 3.2: Better Qualified Law School Graduates**

After a slow start during the initial phases of the JuST project, Year 3 saw significant progress in an important initiative with the University of Tirana Law Faculty (UTLF) – establishing a clinical legal program designed to provide practical, skills-based training for future lawyers. During the first two years of the project, there were frequently repeated expressions of interest but very little follow-through toward implementing the Law Faculty's stated objective of reestablishing a legal clinic.<sup>3</sup> However, with a new Dean and new leadership, many changes began occurring in the Law Faculty. The institution became much more eager to receive the kind of support that USAID can offer. The new Dean, Altin Shegani, launched a series of improvements on his own initiative, and became fully and personally engaged in the long-standing plans to resurrect a legal clinic.

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<sup>3</sup> An earlier clinic, established with Soros Foundation funding in 2002, ceased to exist after project concluded.

Early in Year 3, JuST organized a study visit to Poland for four professors and JuST Legal Specialist, Jonida Dervishi. The objective of the study visit was to address the lack of clinical teaching methodology expertise and to create a group of faculty members with the skills to teach at the UTLF legal clinic. Four programs were visited. The faculty delegation also had an opportunity to work with the Polish Legal Clinic Foundation and take part in interactive training related to clinical education methodology, teaching, and brainstorming with counterparts on sustainability issues related to clinical education. As the Polish and Albanian legal education systems share common features, the discussions were particularly fruitful in identifying key issues to develop and sustain a legal clinic at UTLF.

Following the visit, the Legal Clinic Board met to discuss what they had observed in Poland and identify next steps where JuST assistance might be helpful. The Board established the legal clinic as an elective within the curriculum for the second semester, and proceeded to register 120 professional master students – a significant milestone. To support this progress and ensure a tangible educational experience for the students, as well as a positive start for clinical legal education, JuST helped organize a week-long practical legal skills training in May 2013 in the criminal law class, engaging over 45 students. The course was conducted by local prosecutors, who had received special training sponsored by OPDAT from the National Institute of Trial Advocacy. The culmination of the training was the first moot court exercise in the Law Faculty, followed by a graduation ceremony that served to broaden student as well as faculty awareness of what can be achieved through this kind of practical training in courtroom advocacy.

During the academic year, and with the strong encouragement and support of the Dean, the Legal Clinic Board developed an action plan and a draft budget for establishing a physical facility for the legal clinic within the Law Faculty building. Given the tangible commitment of both the Dean and the members of the Legal Clinic Board, JuST decided to go beyond the Year 2 work plan and support the refurbishment of space made available for the Legal Clinic. Following the development and approval of architectural drawings and refurbishment plans, JuST solicited bids to carry out the refurbishment work over the summer. By the end of Year 3, the refurbishment was complete, including a mock courtroom.

While much of the project's Year 3 focus was on establishing the law clinic and refurbishing the space to house the clinic, other activities were pursued during the year, all designed to better prepare students for the practice of law. During the spring semester, JuST, in collaboration with the American Chamber of Commerce in Albania (AmCham Albania), supported the UTLF in organizing a Career Day, which was a first such of its kind for the Faculty. The immediate target group for the Career Day consisted of law students in the Faculty's Master's program, and aimed at placing the students in direct contact with potential employers, headhunting companies, and further professional studies and travel programs. The Career Day was preceded on March 11, 2013 by a training seminar on career development skills, including such skills as interviewing and CV writing.

The day-long Law Faculty Students Career Day event took place in the UTLF premises on March 12, 2013. In the opening ceremony, remarks were delivered by the Director of the USAID Office in Albania, Mr. Jim Barnhart, the Law Faculty Dean, Mr. Altin Shegani, and the Executive Director of the AmCham Albania, Mrs. Floreta Luli-Faber. Participants on the demand side (with respective stands) included 20 companies, including representatives of businesses interested in hiring law students such as law firms, banks, mobile telephone operators, insurance companies, headhunting companies, education agencies, and

international organizations. Over 355 students formally registered for the event, with the number of student beneficiaries certainly higher, as during peak hours not all students that joined registered.

Another opportunity for law students to gain practical experience in courthouses and interacting with citizens came about through a grant project funded by JuST and operated by The Albanian Legal and Territorial Research Institute. The project established an internship program with UTFL students that provided outreach materials in the District Courts of Tirana and Elbasan. The students set up tables and provided information and publications related to mediation, legal aid, complaints against judges and the rights and duties of parties in judicial proceedings. The students gained a great deal of “real world” experience in busy urban courthouses.

### **B. Year 3 Implementation Challenges**

Implementing a nationally-available continual legal education program for practicing attorneys, as mandated by recent legal amendments, remains a challenge for Component 3. The NCA leadership expresses support for the CLE program, but their energies have recently been focused on establishing and staffing the new School of Advocates. This effort suffered a setback recently when the newly-designated director of the school resigned to take a position with the new government. While leadership of the National Chamber of Advocates supports both the CLE for existing lawyers, and the School of Advocates for assistant lawyers, their organizational infrastructure remains small and the goals of the Chair are ambitious. On the positive side, a board for the new School of Advocates has been appointed.

### **C. Observation and Actions Taken to Improve Future Implementation**

The commitment for continuing CLE appears strong within the NCA. JuST intends to work with the new Board of the School of Advocates to develop an action plan with specific milestones as a means of structuring the process in a way that ensures success of the larger goals. To maintain a high level of engagement, JuST intends to engage the services of a local expert to work closely with the School of Advocates governing board to develop an action plan with specific milestones. It is envisioned that nationwide CLE will become part of the services offered by the School of Advocates. The challenge is to build on the momentum for CLE in the three regional chambers, and expand the concept to all parts of the country, while simultaneously launching a School of Advocates.

## **APPENDICES**

Success Story  
Management Reports Generated by PAKS+  
Photos of Project Activities



## Success Story



**USAID**  
FROM THE AMERICAN PEOPLE

**ALBANIA**

# SUCCESS STORY

## Making a difference

**The opening of the Mediation Office at the Gjirokastra District Court under a USAID grant has greatly enhanced the capabilities of the local Multicultural Community Center to provide valuable services in dispute resolution.**



*Ms. Fatbardha Idrizi, QKM Executive Director, shakes hands with one of beneficiaries of the mediation services provided by the organization's Mediation Office in operation at the Gjirokastra District Court.*

*The small grants program for civil society organizations of the USAID's Albanian Justice Sector Strengthening Project (JuST) supports stronger civil society organizations in Albania and active civic engagement in anticorruption and good governance efforts in the country.*

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

Watching TV, Myrteza's brother had learned about the Mediation Office opened by the Gjirokastra Multicultural Community Center (QKM) at the local district court in Southern Albania, and had been able to successfully mediate a thorny debt issue. Myrteza needed help with a sensitive matter himself. He had last seen his daughter when she was three-months old, after the cohabitation with her mother had ended and the mother returned to live with her parents.

This was almost two years ago, and since then all attempts to contact his daughter, whether directly or through family members, had been in vain. Myrteza had the legal documents needed to regain his parental rights, but taking the matter to court to do so seemed a very daunting proposition. Myrteza feared the process could be prolonged indefinitely, and, aware of widespread corruption, had little confidence in the justice system. More importantly, a court decision in his favor could cause irreparable damage to the already strained relationships with the child's mother and her family. So when Myrteza learned of the QKM's mediation office, he decided to give it a try.

"For me, the best interest of the child was the crux of the matter," said Fatbardha Idrizi, QKM's Executive Director and the mediator who worked on Myrteza's case. "At the mediation office, we often deal with delicate family disputes, but this was the first of its kind," she added. It did take several individual meetings before an agreement was reached, but it went well beyond visitation rights, and financial support. The child was also finally registered in the local Civil Registry Office based on the original birth certificate. "My mom and I finally paid a visit together to my daughters' maternal grandmother's home, and my mom has now seen her granddaughter," said Myrteza. "Mediation is the best thing as it brings peace among the parties. It really works."

The Mediation Office is one of the key activities of a grant funded by the USAID's JuST project and implemented by the Gjirokastra Multicultural Community Center enhancing mediation and restorative justice practices in resolving community-based problems. Among others, USAID JuST is working to promote mediation as an effective extrajudicial alternative in dispute resolution that saves parties time and money, and also helps lower the courts' case load. "I am glad that USAID in providing assistance to the Albanian justice sector and supporting organizations like QKM which helps people and justice, too," noted Myrteza.

## Management Reports Generated by PAKS+

Figure 1 Chart depicting 100% usage of audio recording.

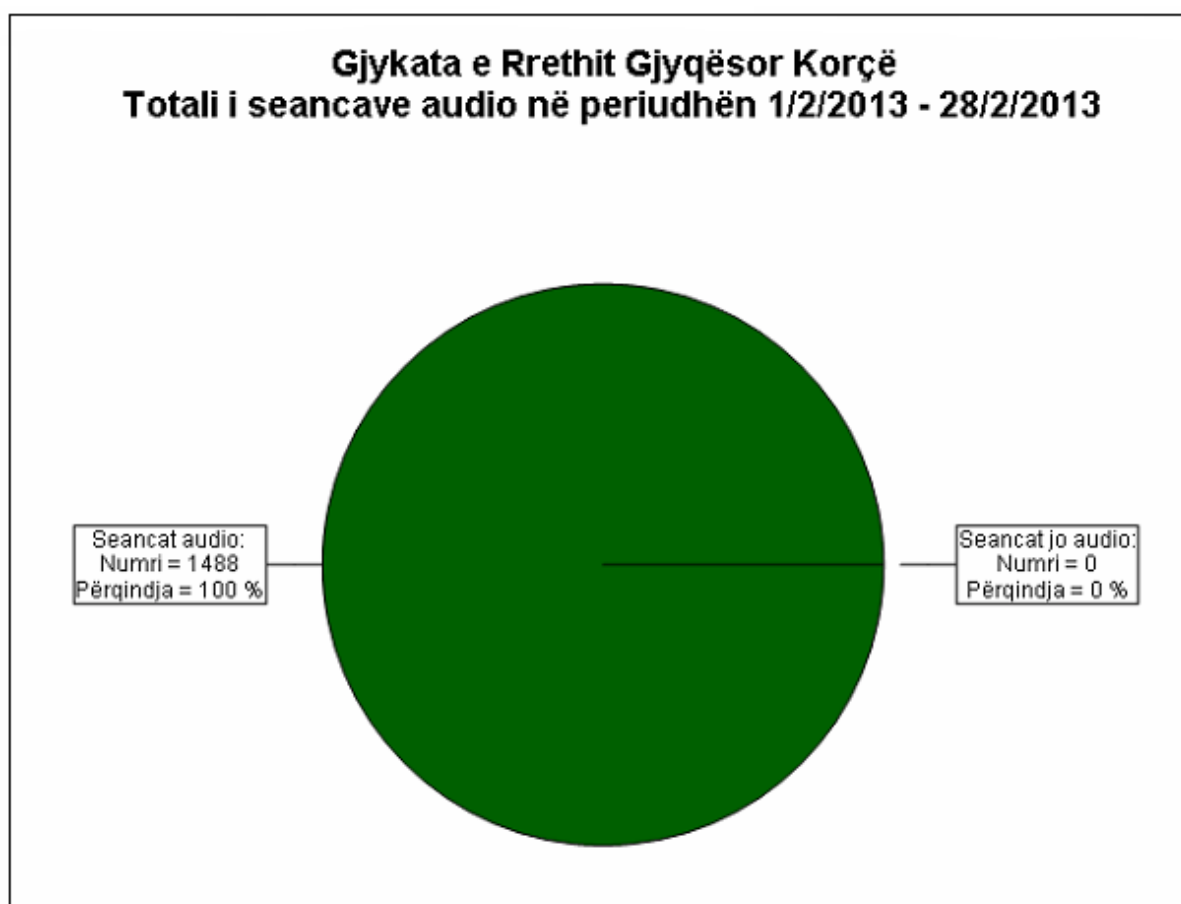


Figure 2 Chart depicting % of cases recorded (green) and % of cases not recorded (red).

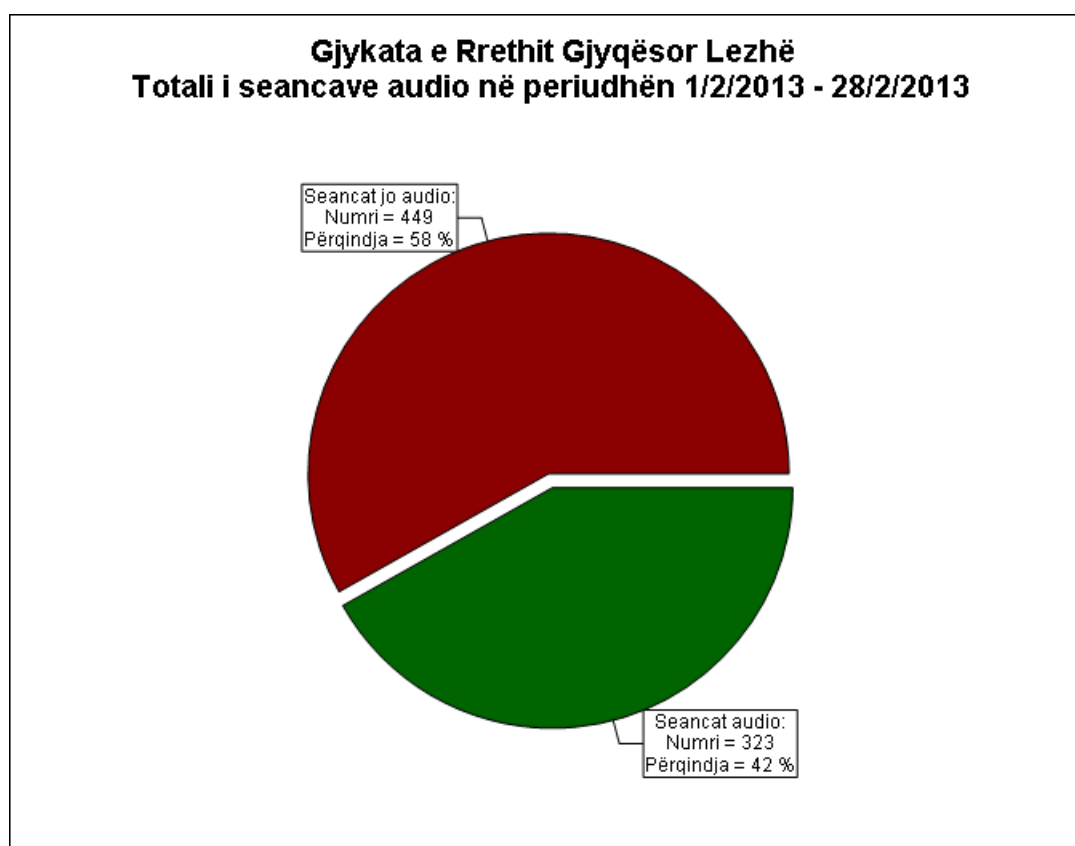
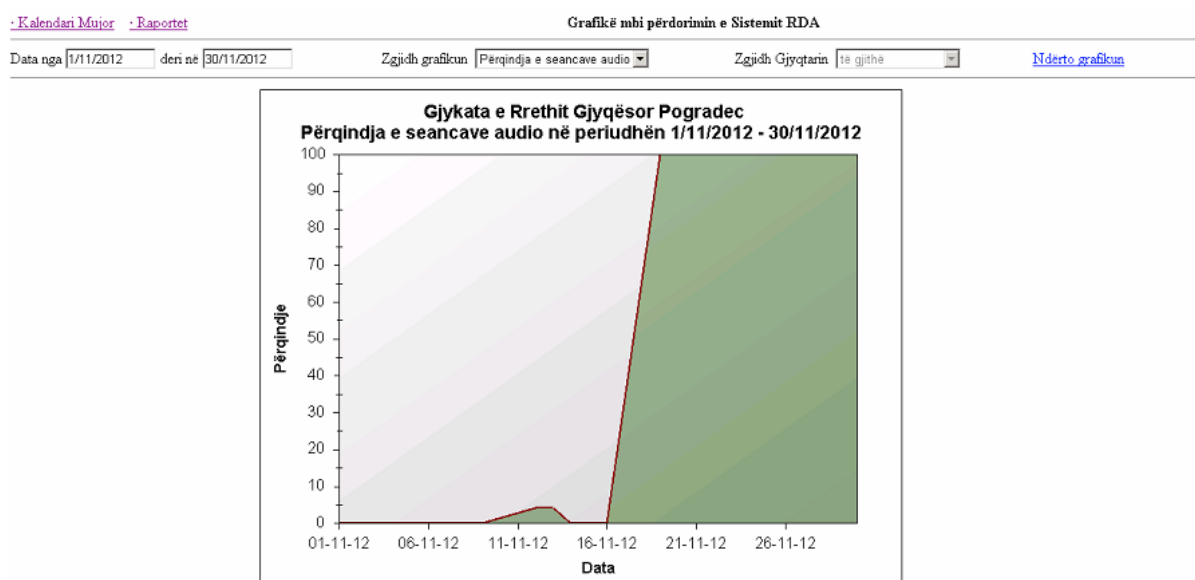


Figure 3 Usage of audio recording over time.



**Table 1 Breakdown of audio recording % by judge.**

Raport për përdorimin e sistemit të regjistrimit audio nga çdo gjyqtar në periudhën 1/1/2013 - 31/1/2013  
Gjykata e Rrethit Gjyqësor Pogradec

| Gjyqtar           | Nr. i seancave audio | Nr. i seancave në sallë | Nr. i seancave në zyrë | Totali i seancave të mbajtura | % e seancave audio |
|-------------------|----------------------|-------------------------|------------------------|-------------------------------|--------------------|
| Alma Kodraliu     | 82                   | 83                      | 0                      | 83                            | 98 %               |
| Dhimiter Pojanaku | 97                   | 98                      | 0                      | 98                            | 98 %               |
| Etleva Temo       | *72                  | 72                      | 0                      | 72                            | 100 %              |
| Liradin Lila      | *50                  | 50                      | 0                      | 50                            | 100 %              |
| Luljeta Kolonja   | *103                 | 103                     | 0                      | 103                           | 100 %              |
| Niko Rapi         | *34                  | 34                      | 0                      | 34                            | 100 %              |
| Sokol Ibi         | 58                   | 59                      | 0                      | 59                            | 98 %               |
| <b>Totali</b>     | <b>496</b>           | <b>499</b>              | <b>0</b>               | <b>499</b>                    | <b>99 %</b>        |
| <b>8 gjyqtar</b>  | <b>992 audio</b>     | <b>998 në sallë</b>     | <b>0 në zyrë</b>       | <b>998 në total</b>           | <b>99.3 %</b>      |

znj. Mamica Gusho  
Kancelar i Gjykatës së Rrethit Gjyqësor Pogradec

z. Niko Rapi  
Kryetar i Gjykatës së Rrethit Gjyqësor Pogradec

7/3/2013; ora 15:46

Faqja 1 nga 1

**Table 2 Breakdown of case type by audio recording.**

Raport mbi përdorimin e sistemit të regjistrimit audio për periudhën 1/1/2013 - 31/1/2013  
Gjykata e Rrethit Gjyqësor Lezhë

| Nr. i çështjes                         | Data      | Tipi                                  | Gjyqtari         | Nr. i seancave audio | Nr. i seancave në sallë | Nr. i seancave në zyrë | Totali i seancave të mbajtura |
|--|-----------|---------------------------------------|------------------|----------------------|-------------------------|------------------------|-------------------------------|
| 52809-00045-53-2013                    | 1/28/2013 | Çështje Penale Themeli                | Parashqevi Ademi | 0                    | 0                       | 1                      | 1                             |
| 53101-00016-53-2013                    | 1/28/2013 | Çështje Penale Themeli                | Llesh Jaku       | 1                    | 1                       | 0                      | 1                             |
| 58318-00018-53-2013                    | 1/28/2013 | Çështje Penale Themeli                | Fjoralba Prifti  | 1                    | 1                       | 0                      | 1                             |
| 58321-00046-53-2013                    | 1/28/2013 | Çështje Penale Themeli                | Parashqevi Ademi | 0                    | 0                       | 1                      | 1                             |
| 61007-00087-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Hetimit     | Ded Deda         | 0                    | 0                       | 1                      | 1                             |
| 80001-00022-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Gentiana Muçaj   | 0                    | 1                       | 0                      | 1                             |
| 80001-00023-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Gentiana Muçaj   | 0                    | 1                       | 0                      | 1                             |
| 80001-00060-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Adriatik Bocaj   | 1                    | 1                       | 0                      | 1                             |
| 80002-00025-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Adriatik Bocaj   | 1                    | 1                       | 0                      | 1                             |
| 80002-00042-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Parashqevi Ademi | 0                    | 1                       | 0                      | 1                             |
| 80005-00075-53-2013                    | 1/28/2013 | Çështje Penale në Fazën e Ekzekutimit | Ded Deda         | 0                    | 1                       | 0                      | 1                             |
| 80001-00009-53-2013                    | 1/29/2013 | Çështje Penale në Fazën e Ekzekutimit | Llesh Jaku       | 1                    | 1                       | 0                      | 1                             |
| 80001-00027-53-2013                    | 1/29/2013 | Çështje Penale në Fazën e Ekzekutimit | Jak Ndoka        | 0                    | 1                       | 0                      | 1                             |
| 80002-00010-53-2013                    | 1/29/2013 | Çështje Penale në Fazën e Ekzekutimit | Jak Ndoka        | 0                    | 1                       | 0                      | 1                             |
| 52104-00013-53-2013                    | 1/30/2013 | Çështje Penale Themeli                | Ded Deda         | 1                    | 1                       | 0                      | 1                             |
| 53201-01058-53-2011                    | 1/30/2013 | Çështje Penale Themeli                | Gentiana Muçaj   | 1                    | 1                       | 0                      | 1                             |
| 58342-00015-53-2013                    | 1/30/2013 | Çështje Penale Themeli                | Ilir Perdeda     | 0                    | 1                       | 0                      | 1                             |
| 58344-00019-53-2013                    | 1/30/2013 | Çështje Penale Themeli                | Gentiana Muçaj   | 0                    | 0                       | 1                      | 1                             |
| 61005-00103-53-2013                    | 1/30/2013 | Çështje Penale në Fazën e Hetimit     | Llesh Jaku       | 1                    | 1                       | 0                      | 1                             |
| 70101-00838-53-2012                    | 1/30/2013 | Çështje Penale të Veçanta             | Fjoralba Prifti  | 0                    | 0                       | 1                      | 1                             |
| 80005-00065-53-2013                    | 1/30/2013 | Çështje Penale në Fazën e Ekzekutimit | Ded Deda         | 0                    | 1                       | 0                      | 1                             |
| 80001-00007-53-2013                    | 1/31/2013 | Çështje Penale në Fazën e Ekzekutimit | Fjoralba Prifti  | 1                    | 1                       | 0                      | 1                             |
| 80001-00050-53-2013                    | 1/31/2013 | Çështje Penale në Fazën e Ekzekutimit | Ilir Perdeda     | 0                    | 1                       | 0                      | 1                             |
| 80001-00061-53-2013                    | 1/31/2013 | Çështje Penale në Fazën e Ekzekutimit | Gentiana Muçaj   | 0                    | 1                       | 0                      | 1                             |
| 80001-00068-53-2013                    | 1/31/2013 | Çështje Penale në Fazën e Ekzekutimit | Gentiana Muçaj   | 0                    | 1                       | 0                      | 1                             |
| 80005-00067-53-2013                    | 1/31/2013 | Çështje Penale në Fazën e Ekzekutimit | Gentiana Muçaj   | 1                    | 1                       | 0                      | 1                             |
| <b>Total Çështje Penale</b>            |           | <b>175</b>                            | <b>Total</b>     | <b>112</b>           | <b>208</b>              | <b>62</b>              | <b>270</b>                    |
| <b>Total Çështje Civile dhe Penale</b> |           | <b>479</b>                            | <b>Total</b>     | <b>258</b>           | <b>493</b>              | <b>250</b>             | <b>743</b>                    |



## Photos of Project Activities

### Korça Regional Court Leadership Conference, Dec. 18, 2012



### Durrësi Regional Court Leadership Conference, March 15, 2013



## May 15, 2013 Court Leadership Conference



## Public Outreach Materials

## DAR Public Outreach in the Courts





## NË KËTË SALLË GJYQI FUNKSIONON SISTEMI I REGJISTRIMIT AUDIO.

Ky sistem regjistron çdo gjë që thuhet gjatë seancës.

**Regjistrimi audio i seancave përfshihet në dosjen e çështjes gjyqësore. Ju mund të merrni një kopje të tij duke paraqitur kërkesën pranë sekretarisë gjyqësore.**





Frequently Asked Questions About  
THE DIGITAL COURT AUDIO RECORDING SYSTEM  
FOR SEPARATE COURTS

**Q: What are the main objectives of the digital audio recording system?**

A: The main objectives of the digital audio recording system are to ensure the integrity of the court proceedings, to provide a reliable and accurate record of the proceedings, and to ensure the transparency and accountability of the court system.

**Q: How does the digital audio recording system work?**

A: The digital audio recording system works by capturing the audio of the court proceedings in real-time and storing it in a secure digital format. The system is designed to be easy to use and to integrate with the existing court system.

**Q: What are the benefits of the digital audio recording system?**

A: The benefits of the digital audio recording system include: improved accuracy and reliability of the court record, increased transparency and accountability, reduced costs, and improved efficiency of the court system.

**Q: How can I access the digital audio recording system?**

A: You can access the digital audio recording system through the court's website or by contacting the court's technical support team.

**Q: What are the security measures in place to protect the digital audio recordings?**

A: The digital audio recordings are protected by a secure digital format and are stored in a secure location. Access to the recordings is restricted to authorized personnel only.

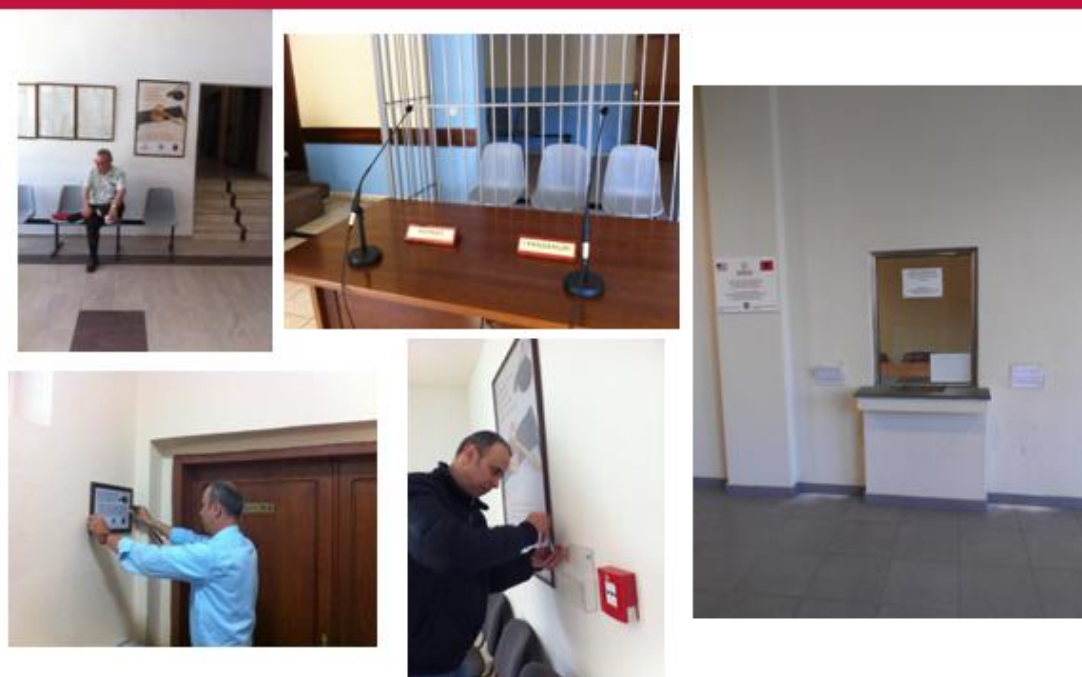
**Q: How can I ensure the integrity of the digital audio recordings?**

A: You can ensure the integrity of the digital audio recordings by following the guidelines provided by the court system and by using the secure digital format.

**Q: How can I contact the court's technical support team?**

A: You can contact the court's technical support team by email or by phone. The contact information is available on the court's website.

## DAR Public Outreach in the Courts



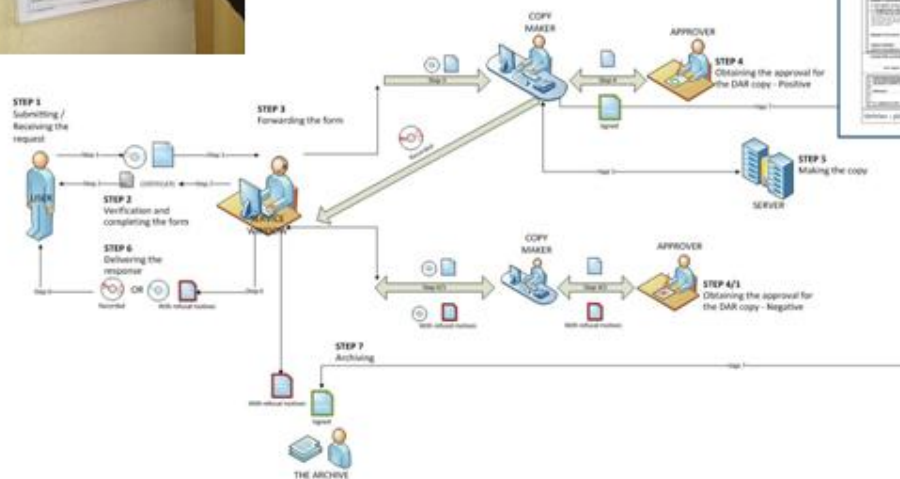


## Support for DAR Copies for the Public Process

USAID /JST



### DAR PUBLIC COPIES COURT WORK FLOW



### PARAQITALE KËRKIMET PËR KOPJET E REGJISTRIMIT AUDIO DHE SHANDET E GJYKIMIT

Kërkesa e Regjistrimit Audio (RKA) është një gjykatë dhe një proces i regjistrimit të audio dhe shantëve të gjykatës. Kërkesat e regjistrimit audio dhe shantëve të gjykatës janë të nevojshme për të siguruar që gjykatësit të kenë akses në të gjithë informacionin e nevojshëm për të marrë vendime të drejta dhe të drejtë. Kërkesat e regjistrimit audio dhe shantëve të gjykatës janë të nevojshme për të siguruar që gjykatësit të kenë akses në të gjithë informacionin e nevojshëm për të marrë vendime të drejta dhe të drejtë.

## Support for Courts' Public Information: Pogradeci D.C.



Before and... After





## May 8, 2013 Pogradeci D.C. Court Open Day



## May 9, 2013 Serious Crimes 1<sup>st</sup> Instance Court Open Day



## **Kavaja D.C. Public Service & Information Area - Before**



## **Kavaja D.C. Public Service & Information Area, September 2013**





## SHGD and www.investigim.al launch, January 29, 2013



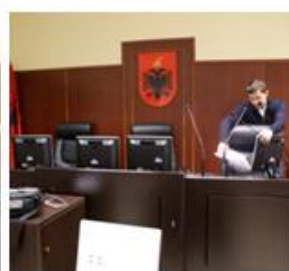
## Independent Investigative Media Venue: www.investigim.al



## DAR Installation Work – Cables



## DAR Installation Work – Equipment Delivery



## DAR Usage Training for Court Personnel



## DAR Informative Seminars with Prosecutors and Lawyers





## CSO Capacity Building 2013

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**Advocacy, Lobbying and Communications  
June 2013**

## UAJ Capacity Building – May 4, 2013 Conference

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## **Grantee: Women's Forum, Elbasan – Activities**

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## **Grantee: Partners Albania – Support for the Union of Albanian Judges**

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## Bar Journal “Avokatia” – Eight Issues



## Supreme Court Decision Online Database, 2012





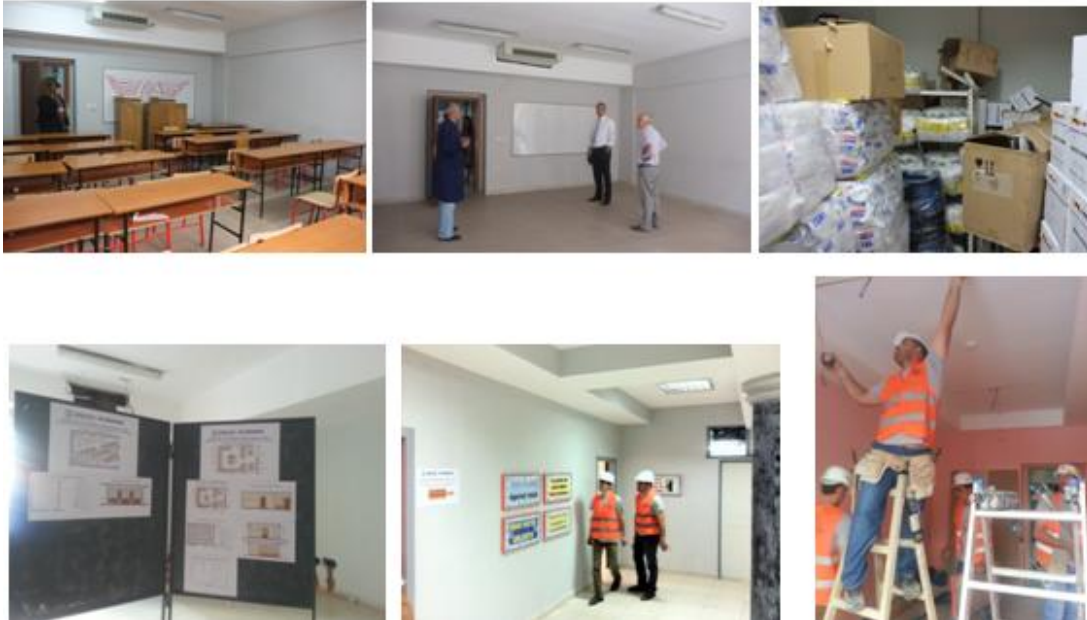
## Legal clinic study tour to Poland, October 15 - 20, 2012



## University of Tirana Law Faculty Career Day, March 12, 2013



## UTLF Legal Clinic – Before



## UTLF Legal Clinic Lab & Mock Courtroom, September 2013



## Connections / Komunikojmë



## JuST CoP Medal of Gratitude, May 30, 2013



## **PERFORMANCE MONITORING PROGRESS REPORT Year 3**

## PERFORMANCE MONITORING PROGRESS REPORT

|  | CUMULATIVE PERFORMANCE INDICATORS REPORT (SUMMARY)       |             |               |                                      |             |               |                                      |             |                |                                       |
|--|--|-------------|---------------|--------------------------------------|-------------|---------------|--------------------------------------|-------------|----------------|---------------------------------------|
| Indicator  |  | Year 1      |               |                                      | Year 2      |               |                                      | Year 3      |                |                                       |
|  | Baseline   | Target (Y1) | Achieved (Y1) | Performance against Targets (%) (Y1) | Target (Y2) | Achieved (Y2) | Performance against Targets (%) (Y2) | Target (Y3) | Achieved Y (3) | Performance against targets (%) Y (3) |
|  | Component 1: Court Transparency, Fairness and Efficiency |             |               |                                      |             |               |                                      |             |                |                                       |
| 1.1.1. Number of justice sector personnel in the courts that received USG training   | 0  | 100         | 169           | 169%                                 | 250         | 360           | 130%                                 | 760         | 775            | 102%                                  |
| 1.1.2. Number of legal institutions and associations supported by USG  | 0  | 20          | 49            | 245%                                 | 30          | 47            | 156%                                 | 48          | 47             | 98%                                   |
| 1.1.3. Audio recorded sessions as a percentage of all sessions heard by a court  | 0  |             |               |                                      |             |               |                                      | 43%         | 47%            | 109%                                  |
| 1.2.1. Sessions scheduled to be heard in the courtroom as a percentage of all sessions in the district courts of Tirana and Durres | 11%  |             |               |                                      |             |               |                                      | 15%         | 20%            | 133%                                  |
| 1.2.2. Sessions heard in the courtroom as a percentage of all sessions scheduled to be heard in the                                | 0  |             |               |                                      |             |               |                                      | 11%         | Not Available  | -                                     |



| CUMULATIVE PERFORMANCE INDICATORS REPORT (SUMMARY)   |          |                            |               |                                      |             |                |                                      |             |                |                                       |
|--|----------|----------------------------|---------------|--------------------------------------|-------------|----------------|--------------------------------------|-------------|----------------|---------------------------------------|
| Indicator  |          | Year 1                     |               |                                      | Year 2      |                |                                      | Year 3      |                |                                       |
|  | Baseline | Target (Y1)                | Achieved (Y1) | Performance against Targets (%) (Y1) | Target (Y2) | Achieved (Y2)  | Performance against Targets (%) (Y2) | Target (Y3) | Achieved Y (3) | Performance against targets (%) Y (3) |
| courtrooms of Tirana and Durres district courts  |          |                            |               |                                      |             |                |                                      |             |                |                                       |
| 1.3.1. Number of days from initiation to resolution of mediated cases                                | 21       | Not set as of October 2010 | 12            | N/A                                  | 12          | 10             | 117%                                 | 12          | 12             | 100%                                  |
| 1.3.2. Number of mediated cases  | 14       | 21                         | 23            | 110%                                 | 200         | 216            | 108%                                 | 430         | 748            | 174%                                  |
| 1.3.3. Number of mediated cases resolved   | 13       | 15                         | 13            | 87%                                  | 140         | 147            | 105%                                 | 290         | 580            | 200%                                  |
| 1.3.4. Number of persons trained in mediation techniques   | 0        |                            |               |                                      |             |                |                                      | 30          | 0              | 0%                                    |
| 1.3.5. Reduction of time to resolution: mediated cases versus non-mediated cases                     | -        | Not set as of October 2010 | N/A           | N/A                                  | 900%        | 950% reduction | 106%                                 | 950%        | 1042%          | 110%                                  |
| Component 2: Civic Engagement  |          |                            |               |                                      |             |                |                                      |             |                |                                       |
| 2.1.1. Number of civil society organizations using USG assistance to improve organizational capacity | 0        | 15                         | 17            | 113%                                 | 20          | 77             | 385%                                 | 80          | 80             | 100%                                  |
| 2.1.2. Number of USG assisted CSOs that engage in watchdog and advocacy activities                   | 0        | 3                          | 0             | 0%                                   | 5           | 3              | 60%                                  | 7           | 5              | 71%                                   |

| CUMULATIVE PERFORMANCE INDICATORS REPORT (SUMMARY)  |          |             |               |                                      |             |               |                                      |             |                |                                       |
|---|----------|-------------|---------------|--------------------------------------|-------------|---------------|--------------------------------------|-------------|----------------|---------------------------------------|
| Indicator   |          | Year 1      |               |                                      | Year 2      |               |                                      | Year 3      |                |                                       |
|   | Baseline | Target (Y1) | Achieved (Y1) | Performance against Targets (%) (Y1) | Target (Y2) | Achieved (Y2) | Performance against Targets (%) (Y2) | Target (Y3) | Achieved Y (3) | Performance against targets (%) Y (3) |
| 2.1.3. Number of advocacy campaigns   | 0        | 3           | 0             | 0%                                   | 5           | 3             | 60%                                  | 7           | 8              | 114%                                  |
| 2.1.4. Number of CSOs trained by the JuST program that submit project proposals through small grants program.                 |          |             |               |                                      |             |               |                                      | 12          | 16             | 133%                                  |
| 2.1.5. Percentage of project proposals coming from CSOs trained by JuST that qualify for JuST grants.                         |          |             |               |                                      |             |               |                                      | 40%         | 60%            | 150%                                  |
| 2.3.1. Number of corruption cases exposed by the media involved in our project  | 0        | 1           | 0             | 0%                                   | 4           | 0             | 0%                                   | 6           | 14             | 233%                                  |
| 2.3.2. Number of non-state news outlets that report on corruption assisted by USG   | 0        | 0           | 0             | N/A                                  | 1           | 0             | 0%                                   | 1           | 1              | 100%                                  |
| 2.3.3. Number of articles/investigative reports placed on the non-state news outlets reporting on corruption, assisted by USG | 0        | 0           | 0             | N/A                                  | 10          | 0             | 0%                                   | 10          | 17             | 170%                                  |

| CUMULATIVE PERFORMANCE INDICATORS REPORT (SUMMARY)   |          |             |               |                                      |             |               |                                      |             |                |                                       |
|--|----------|-------------|---------------|--------------------------------------|-------------|---------------|--------------------------------------|-------------|----------------|---------------------------------------|
| Indicator  |          | Year 1      |               |                                      | Year 2      |               |                                      | Year 3      |                |                                       |
|  | Baseline | Target (Y1) | Achieved (Y1) | Performance against Targets (%) (Y1) | Target (Y2) | Achieved (Y2) | Performance against Targets (%) (Y2) | Target (Y3) | Achieved Y (3) | Performance against targets (%) Y (3) |
|  |          |             |               |                                      |             |               |                                      |             |                |                                       |
| 2.3.4. Number of journalists trained with USG assistance   | 0        | 10          | 0             | 0%                                   | 15          | 20            | 133%                                 | 20          | 29             | 145%                                  |
| Component 3: Legal Profession Education  |          |             |               |                                      |             |               |                                      |             |                |                                       |
| 3.1.1. Number of Bar Journal Issues  | 0        | 0           | 0             | N/A                                  | 2           | 3             | 150%                                 | 4           | 7              | 175%                                  |
| 3.1.2. Number of lawyers and assistant lawyers that received USG training  | 0        | 150         | 196           | 131%                                 | 250         | 324           | 130%                                 | 350         | 540            | 154 %                                 |
| 3.1.3. Number of chambers offering training  | 0        | 2           | 2             | 100%                                 | 3           | 2             | 66%                                  | 3           | 3              | 100%                                  |
| 3.2.1. Number of law school students (those enrolled at Tirana Faculty of Law) that take part in trial preparation | 0        | 0           | 0             | N/A                                  | 60          | 0             | 0%                                   | 120         | 0              | 0%                                    |
| 3.2.2. Number of law school students enrolled in the legal clinic  | 0        | 0           | 0             | N/A                                  | 0           | 0             | N/A                                  |             |                |                                       |



| CUMULATIVE PERFORMANCE INDICATORS REPORT (SUMMARY)                               |          |             |               |                                      |             |               |                                      |             |                |                                       |
|--|----------|-------------|---------------|--------------------------------------|-------------|---------------|--------------------------------------|-------------|----------------|---------------------------------------|
| Indicator  |          | Year 1      |               |                                      | Year 2      |               |                                      | Year 3      |                |                                       |
|  | Baseline | Target (Y1) | Achieved (Y1) | Performance against Targets (%) (Y1) | Target (Y2) | Achieved (Y2) | Performance against Targets (%) (Y2) | Target (Y3) | Achieved Y (3) | Performance against targets (%) Y (3) |
| program at UTLF  |          |             |               |                                      |             |               |                                      | 60          | 119            | 198%                                  |
| 3.2.3. Number of individuals seeking assistance at the Legal Clinic              | 0        | 0           | 0             | N/A                                  | 20          | 0             | 0%                                   | 10          | 0              | 0%                                    |
| 3.2.4 Number of legal opinions prepared by students enrolled at the Legal Clinic | N/A      | N/A         | N/A           | N/A                                  | N/A         | N/A           | N/A                                  | 3           | 0              | 0%                                    |

### **Description of indicators' progress**

#### **Indicator No. 1.1.1. Number of justice sector personnel that received USG training**

*Baseline: 0*

*Target Y (1): 100 personnel; Achieved Y (1): 169 personnel; Performance Y (1): 169 %*

*Target Y (2): 250 personnel; Actual Achieved Y (2): 360 personnel; Actual Performance against target Y (2): 130 %*

*Target Y (3): 760 personnel; Achieved Year (3): 775 personnel; Performance Y (3): 102 %*

**Definition of indicator:** The number of justice sector personnel working directly for the Albanian judiciary that will receive USG training by the project.

**Analysis:** Year 3 target is met. The introduction of digital recording equipment is transforming the way courts do business. As of September 30, 2013 the project has successfully installed and completed training in audio recording in 19 courts engaging not only judges and judicial administration but also prosecutors and attorneys.

**Disaggregated by gender:** Female (501); Male (274)

Additional disaggregation of data is provided in Annex 1.

**Indicator No 1.1.2. Number of legal institutions and associations supported by USG**

*Baseline: 0*

*Target Y (1): 20 legal institutions; Achieved Y (1): 49 legal institutions;; Performance Y (1): 169%*

*Target Y (2): 30 legal institutions; Actual Achieved Y (2): 47 legal institutions; Actual Performance against target Y (2): 156 %*

*Target Y (3): 48 legal institutions; Achieved Year (3): 47 legal institutions; Performance Y (3): 98%*

**Definition of indicator:** Number of governmental & non-governmental institutions and associations such as the courts, the MOJ, the judges' associations, the regional chambers of advocates, the mediation centers, law school and other institution that focus on administering and improving the legal system) receiving institutional support from the project activities (capacity building and grants).

**Disaggregated by type:** Governmental Institution: 38; CSO: 4; Professional group: 5.

**Analysis:** Year 3 target is met. JuST program is assisting the Union of Albanian Judges, Magistrate school, National chamber of Advocates and three regional chambers (Vlore, Durres and Fier) through Continuing Legal Education program as well as District and Appellate courts, High Council of Justice, MOJ, four mediation centers in Durres, Korca, Gjirokastër and Përmet as well as the Office for the Administration of the Judiciary Budget.

**Indicator No. 1.1.3. Audio recorded sessions as a percentage of all sessions heard by a court.**

*Baseline: 0*

*Target Y (3): 43%; Achieved Year (3): 47%; Performance Y (3): 109%*

**Definition of indicator:** Mean percentage of audio recorded sessions against all sessions heard by all courts where audio recording is available during a certain period of time.

**Analysis:** Year 3 target is met. The project has collected data from the reports generated by PAKS + (The Calendar Management and DAR Usage Application). The reported data does not include all the courts where audio recording is available. Serious Crimes First Instance and Appellate courts, Tirana District Court do not use the Case Management System (ICMIS), therefore PAKS+ cannot generate the needed data for this courts. The Durres District Court recently had a failure of the server due to power failure, for this reason the PAKS+ report could not be generated. Data for Durres will be included in the upcoming quarter report.

The 18 courts that do use the DAR system and PAKS+ have a 47% usage of audio recording for all the sessions. It is important to be noted that not all the courts have the needed infrastructure to have 100% of session's audio recorded because of the lack of courtrooms as well as bad scheduling practices. Other reasons are as well the skepticism of some judges in using the technology and the use of DAR system only for new cases and not for those in process. Disaggregation is provided in annex 2.

**Indicator No. 1.2.1. Sessions scheduled to be heard in the courtroom as a percentage of all sessions in the district courts of Tirana and Durres.**

*Baseline: 11%*

*Target Y (3): 15%; Achieved Year (3): 20%; Performance Y (3): 133%*

**Definition of indicator:** This indicator will measure the mean percentage of sessions scheduled to be heard in courtrooms against all sessions scheduled to be heard in Tirana and Durres District Court.

**Analysis:** Year 3 target is exceeded mainly because of the introduction of DAR system and the new calendar management tools. In Tirana District Court the appointment of the new Chief Judge is also a factor. Data is collected from Tirana and Durres District Court. The project has created reporting features to both case management systems in use in the courts to provide the data in an automated form.

**Disaggregated by court:**

Tirana District Court: 19%

Durres District Court: 33%

**Indicator No 1.2.2. Sessions heard in the courtroom as a percentage of all sessions scheduled to be heard in the courtrooms of the Tirana and Durres district courts.**

*Baseline: 0*

*Target Y (3): 11%; Achieved Year (3): Not Available; Performance Y (3): Not Available*

**Definition of indicator:** This indicator will measure percentage of sessions heard in the courtroom against all sessions scheduled to be heard in the courtrooms in Tirana and Durres District Court.

**Analysis:** This indicator will track the percentage of sessions heard in court rooms with the expectation that an increased percentage over time reflects greater court room efficiency with respect to calendaring and resource management. Additionally, growth in these percentages will reflect the courts' trend toward improved transparency as more cases are heard in court rooms and fewer ones are heard in judges' chambers. The use NGOs as court monitors to provide data for this indicator has been part of the current APS issued by the project but we are yet to have an application from an NGO.

**Indicator No 1.3.1. Number of days from initiation to resolution of mediated cases.**

*Baseline: 21*

*Target Y (1): Not set as of October 2010; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (2): 12 days; Actual Achieved Y (2): 10 days; Actual Performance against target Y (2): 117%*

*Target Y (3): 12 days; Achieved Year (3): 12; Performance Y (3): 100%*

**Definition of indicator:** Number of days from case intake into the mediation program until resolution, for all kinds of mediated cases.

**Analysis:** The reporting of data for this indicator is annual. Data is collected from the services offered by AFCR contracted by JuST program to provide mediation program in Durres and Korca Courts as well as from services offered by QKM a grantee of the project in Gjirokastër, Përmet and Saranda District Courts. Disaggregation is provided in annex 5.

**Indicator No 1.3.2. Number of mediated cases**

*Baseline: 14*

*Target Y (1): 21 cases; Achieved Y (1): 23 cases; Performance Y (1): 110%*  
*Target Y (2): 200 cases; Actual Achieved Y (2): 216 cases; Actual Performance against target Y (2): 108%*  
*Target Y (3): 430 cases; Achieved Year (3): 748 cases; Performance Y (3): 174%*

**Definition of indicator:** Number of cases referred to mediation

**Analysis:** Year II target for this indicator is exceeded. The results represent the number of mediated cases processed from all mediation centers in Durres, Korca, Gjirokastra, Saranda and Përmet District Courts. Data is collected from the services offered by AFCR contracted by JuST program to provide mediation program in Durres and Korca Courts as well as from services offered by QKM a grantee of the project in Gjirokastër, Përmet and Saranda District Courts. There is an increase of cases referred to mediation. The major number of cases comes from Durresi area (268 cases) and Gjirokastra area (197 cases). Disaggregation is provided in annex 3.

#### Indicator No 1.3.3. Number of mediated cases resolved

*Baseline: 13*

*Target Y (1): 15 cases; Achieved Y (1): 13 cases; Performance Y (1): 87%*  
*Target Y (2): 140 cases; Actual Achieved Y (2): 147 cases; Actual Performance against target Y (2): 105%*  
*Target Y (3): 290 cases; Achieved Year (3): 580 cases; Performance Y (3): 200%*

**Definition of indicator:** Mediated cases resolved will include those cases where parties sign the Act of Mediation.

**Analysis:** Year II target for this indicator is exceeded. The results represent the number of mediated cases resolved from all mediation centers in Durres, Korca, Gjirokastra, Saranda and Përmet District Courts. Data is collected from the services offered by AFCR contracted by JuST program to provide mediation program in Durres and Korca Courts as well as from services offered by QKM a grantee of the project in Gjirokastër, Përmet and Saranda District Courts. There is an increase of cases referred and resolved to mediation. The major number of cases comes from Durresi area (213 cases) and Gjirokastra area (172 cases). Data disaggregation is provided in Annex 4.

#### Indicator No 1.3.4. Number of persons trained in mediation techniques.

*Baseline: 0*

*Target Y (3): 30 persons; / Achieved Year (3): 0 persons; Performance Y (3): 0%*

**Definition of indicator:** Number of persons trained in mediation techniques. This number is not limited just to the number of licensed mediators but to all people trained in mediation techniques (initial and advanced training program) by the project.

**Analysis:** This is a new indicator proposed in the third year of JuST Program. The project has not organized initial and advanced training on mediation due to the uncertainty with the creation of the National Chamber of Mediators (NCM). According to the new mediation law the NCM is responsible for the initial and advanced training of mediators. During the fourth year of the JuST Program, the project will work with NCM for the organization of training for mediators.

**Indicator No 1.3.5. Reduction of time to resolution: mediated vs. non-mediated cases.**

*Baseline: -*

*Target Y (1): Not set as of October 2010; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (2): 900 %; Actual Achieved Y (2): 950%; Actual Performance against target Y (2): 106%*

*Target Y (3): 950%; Achieved Year (3): 1042%; Performance Y (3): 110%*

**Definition of indicator:** This indicator seeks to quantify the benefits of mediation in reducing case processing times. The time to resolution of mediated cases is captured in Indicator 1.3.1. This indicator, 1.3.5, will capture the length of time (expressed in median days) for case resolution through traditional litigation. These two figures will be compared and expressed as a percentage reduction in time for mediated, as compared with non-mediated cases. Stated another way, processing times for both samples will be measured, and the reduction in time for mediated cases will be expressed in percentage terms as a single indicator.

**Analysis:** Year III target is met for this indicator. A random comparable sample of cases litigated was taken both in Durres and Korca District Court where comparable sample of court referred cases are handled from the mediation centers situated in the court. Disaggregation is provided in Annex 6.

**Indicator no 2.1.1: Number of civil society organizations using the USG assistance to improve their organizational capacity.**

*Baseline: 0 organizations*

*Target Y (1): 15 organizations; Achieved Y (1): 17 organizations; Performance Y (1): 113%*

*Target Y (2): 20 organizations; Achieved Y (2): 77; Performance Y (2): 385%*

*Target Y (3): 80 organizations; Achieved Y (3): 80 organizations; Performance Y (3): 100%*

**Definition of indicator:** Number of CSOs (including also two judges associations) assisted by trainings, meetings, round-tables, to establish transparent and accountable financial systems, internal democratic mechanisms, and better ability to represent constituent interests.

**Analysis:** This indicator met the target for year III. It was a result of the extensive capacity building activities that JuST continued to undertake with the participation of CSOs, based on their needs. There has been an increase of the number of NGOs that have expressed their interest to participate in the capacity-building program. Capacity building activities included CSOs throughout Albania, in the four regions of country, in the North (Shkoder), in the Center (Tirana), in the East (Korce) and in the South (Vlore). Specific topics have been chosen to address specific weaknesses in the CSOs' capacities, such as advocacy and lobbying techniques, as well as communication about project's results and impact. The capacity-building program encouraged for a better quality of the small grant proposals that are relevant to JuST priorities, in response to the third APS.

Indicator's Disaggregation by:

*Location:* Kruje (1); Shkoder (5); Puke (1); Kukes (1); Kucove (3); Tirane (33); Durres (1); Elbasan (4); Vlore (9); Lushnje (2); Fier (3); Sarande (1); Berat (2); Gjirokaster (2); Pogradec (5); Korce (6); Permet (1).

*Training topics:*

- Advocacy and Lobbying
- Communication

**Indicator no. 2.1.2 Number of USG-assisted CSOs that engage in watchdog functions.**

*Baseline: 0 CSOs*

*Target Y (1): 3 CSOs; Achieved Y (1): 0 CSOs; Performance Y (1): 0%*

*Target Y (2): 5 CSOs; Achieved Y (2): 3 CSOs; Performance Y (2): 60%*

*Target Y (3): 7 CSOs; Achieved Year (3): 5 CSOs; Performance Y (3): 71%*

**Definition of indicator:** Number of JuST project assisted CSOs that play watchdog role on improving good governance and justice.

**Analysis:** 71 % is the performance against target for this indicator during Year 3, which means that the target for this indicator is not met yet. Even during Year 3, there has been a low number of CSOs that have submitted qualitative proposals through the small grant programs, focusing on watchdog activities. The JuST team has encouraged CSOs throughout Albania in different activities, including the grant winners meeting, to have in their focus anti-corruption initiatives in different governmental sectors; however, this still remains an issue. During Year 3, two new CSOs assisted by JuST are engaged in watchdog activities. The first one is the “Eye of the New Media”, a Gjirokastra-based NGO that through its project aims at stemming corruption in the governmental institutions (mostly concentrated in the institutions that have the competence and responsibility in implementing social services) by increasing civic participation, improving public awareness of corruption, as well as strengthening the role of the media in reporting government corruption cases. The second one is the Association of Journalists for Justice, a new NGO assisted by JuST, the members of which have in their focus the denunciation of corruptive cases in the government institutions.

**Indicator no. 2.1.3 Number of advocacy campaigns.**

*Baseline: 0 campaigns*

*Target Y (1): 3 Campaigns; Achieved Y (1): 0 campaigns; Performance Y (1): 0%*

*Target Y (2): 5 campaigns; Achieved Y (2): 3 campaigns; Performance Y (2): 60%*

*Target Y (3): 7 campaigns; Achieved Y (3): 8 campaigns; Performance against target Y (3): 114%*

**Definition of indicator:** Number of advocacy campaigns organized by CSOs enabled through USG support

**Analysis:** After the JuST intervention to build the capacity of civil society organizations, where one of the main training program’s topics was related to the implementation of advocacy activities, 5 (five) advocacy campaigns were carried out by four during the third year by the USG-assisted CSOs aiming at a better justice system and governance. The performance against this target is exceeded for this indicator, in the level 114%.



- ANTTARC and the Community Center of Gjirokastra conducted advocacy campaigns with the judges and prosecutors' community for a more effective use of the law on mediation in the courts of Durrësi, Gjirokastra, Përmeti, Saranda and Korça;
- The Eye of the New Media advocated with the LGUs administrators of some communes and municipalities in the south part of Albania to publish the list of the economic aid beneficiaries, as well as to increase the participation of the community members in drafting the budget for the economic aid;
- The UAJ prepared and submitted opinions on the draft-manual on the inspection of judges and the work of the inspectorates prepared by the EURALIUS mission. The draft-manual was circulated with the general membership of UAJ and after gathering all of the opinions, the UAJ's official opinion was submitted to EURALIUS;
- The UAJ has issued opinions on the draft-law "On the National Judicial Conference" and was invited to participate in discussions regarding this law. Only some of the opinions of the UAJ were reflected in the draft;
- ALTRI has advocated to increase the level of cooperation between the Tirana Public Law School and Elbasani and Tirana courts, in order to further bolster and improve the relations between courts and general public. This advocacy is finalized with the signing of MoUs between the above-mentioned institutions.

*Location of organization:*

Tirana (3); Gjirokastra (1).

*Type of advocacy activities:*

- Advocacy campaign in mediation Law;
- Advocacy efforts towards better social services in the region and improvement of the situation from the groups of interest;
- Advocacy Engagement on the inspection system of judges;
- Advocacy efforts with Law schools and Courts in order to improve relations between courts and general public.

**Indicator no. 2.1.4. Number of CSOs trained by JuST program that submit project proposals through small grants program.**

*Baseline: 8 CSOs*

*Target Y (3):12 CSOs; Achieved Year (3): 16 CSOs; Performance Y (3): 133%*

**Definition of indicator:** Number of CSOs that took part in capacity building program organized by JuST, and submitted project proposals through small grants program as a result of strengthening of their capacities.

**Analysis:** Year III target for this indicator is exceeded. Based on the annual CSOs needs assessment, during Year 3 JuST has organized several capacity building activities consisting of: i) Advocacy and Lobbying and; ii) Communications. These specific topics have been chosen to address specific weaknesses in the CSOs' capacity regarding work in the justice sector, and also to encourage better quality of the small grant proposals that are relevant to the JuST priorities, in response to the APS. We included more NGOs in these trainings than we had originally envisioned, in order to encourage more and better civil society initiatives. As a result, there is an increase during Year 3 of the proposals submitted by CSOs, trained by JuST program. Eight more CSOs throughout Albania submitted their project proposals during Year 3, as below:

| No | Applicant   | Application Title  | Location |
|----|---|--|----------|
| 1  | Albanian Association of Communes                  | Improving the communication between the community and the Commune and increasing the transparency by creating the appropriate facilities.                        | Tirana   |
| 2  | Albanian Legal and Territorial Research Institute | Encouraging the research activity of the students of the Faculty of Justice, in support of strengthening the institutions and professions of the justice system. | Tirana   |

|    |                          |  |             |
|----|--------------------------|--|-------------|
| 3  | Union of Albanian Judges | Accountability of judges, without sacrificing independence.  | Tirana      |
| 4  | Eye of the New Media     | Improvement of social services through the increase of local capacity building and stigmatization of the corruptive cases. | Gjirokaster |
| 5  | Partners Albania         | Raising the Standards of Mediation Skills.   | Tirana      |
| 6. | SHGD                     | Reducing corruption in the justice system (the Court and Prosecutor) through public denunciation of the cases.             | Tirana      |
| 7. | ALB-AID                  | Kukes Anti-Corruption Initiative (KACI)<br>"Participate if you want corruption to be fought."                              | Kukës       |
| 8. | BYLA                     | The improvement of citizens' understanding and access to the administration of justice.                                    | Tirana      |

**Indicator 2.1.5.** Percentage of project proposals coming from CSOs trained by JuST that qualify for JuST grants.

*Baseline: 37%*

*Target Y (3): 40%; Achieved Year (3): 60%; Performance Y (3): 150%*

**Definition of Indicator:** This indicator measure the percentage of project proposals coming from CSOs trained through JuST capacity building program that qualify for JuST grants against all project proposals submitted.

**Analysis:** The target for this indicator is exceeded. Until the end of Year 3, JuST qualified 9 out of 15 proposals project proposals coming from CSOs, as its grants.

(NGO Coalition composed of three organizations):

1. i. Center for Civic and Legal Initiatives (CLCI), based in Tirana;
2. ii. Women Forum Elbasan (WFE) based in Elbasani;
3. iii. Woman to Woman Association (WtW) based in Shkoder;
4. Albanian Institute for International Studies (AIIS), Tirana based organization;
5. Albanian Legal and Territorial Research Institute (ALTRI), Tirana based organization;
6. Albanian National Training and Technical Assistance Resource Center (ANTTARC), Tirana based organization;
7. Gjirokastra Multifunctional Community Center (GJMCC) - Gjirokastra-based organization;
8. Partners Albania, Center for Change and Conflict Management (PA)- Tirana based organization;
9. Eye of New Media (SMR) – Gjirokastra based organization.

**Indicator no. 2.3.1** Number of corruption cases exposed by the media involved in our project

*Baseline: 0 corruption cases.*

*Target Y (1): 1 corruption cases; Achieved Y (1): 0 corruption cases; Performance Y (1): 0%*

*Target Y (2): 4 corruption cases; Achieved Y (2): 0 corruption cases; Performance Y (2): 0%*

*Target Y (3): 6 corruption cases; Achieved Year (3): 14 corruption cases; Performance Y (3): 233%*

**Definition of indicator:** Number of corruption cases reported in the media by the journalist who benefited by the project capacity building program.

**Analysis:** The target for this indicator is exceeded. This was the result of an extensive capacity-building program that JuST undertook with the group of journalists that have been interested to enhance their investigative skills. The project reviewed and consulted media sources daily, as well as reports by the journalists who received the JuST assistance. As a result, it is evident a considerable number of corruption cases exposed by the media involved in our project and reported by the journalists benefitting from the JuST project capacity-building efforts. During the Third Year, fourteen articles were posted at “MAPO” journal. A good part of them deal with events involving the justice system, politics, corruption, neglect of institutions and other factors related to the malfunctioning of the justice system, or its constituent structures.

The following are the titles of articles published at the local media, prepared by the journalists who were trained with the USG funds, which expose corruption cases.



| Date of publication | Title of article   |
|---------------------|--|
| January 9, 2013     | <ul style="list-style-type: none"> <li>• Accusations against a judge; the file with the Task Force</li> </ul>                        |
| January 21, 2013    | <ul style="list-style-type: none"> <li>• At former inspector of education promised a certificate for 1 million ALL</li> </ul>        |
| January 24, 2013    | <ul style="list-style-type: none"> <li>• Buildings in the archaeological area; three former officials of Saranda in court</li> </ul> |
| January 24, 2013    | <ul style="list-style-type: none"> <li>• Albanian biometric passport bought for 4,700 Euro</li> </ul>                                |
| February 28, 2013   | <ul style="list-style-type: none"> <li>• Found photos of person posing with heads of police, now accused of murder</li> </ul>        |
| March 14, 2013      | <ul style="list-style-type: none"> <li>• Surveillance for police and custom's affairs in Shkodra</li> </ul>                          |
| April 13, 2013      | <ul style="list-style-type: none"> <li>• Prison director arrested; he demanded 100 Euros for 1 day of leave from prison</li> </ul>   |
| April 23, 2013      | <ul style="list-style-type: none"> <li>• Prison director's wiretapping</li> </ul>  |
| May 05, 2013        | <ul style="list-style-type: none"> <li>• Charges against Kavaja's "Xhati"; millions to buy matches</li> </ul>                        |
| May 10, 2013        | <ul style="list-style-type: none"> <li>• Head of police arrested; he demanded 800 thousand ALL to release a prisoner</li> </ul>      |

|                   |   |
|-------------------|---|
| May 20, 2013      | <ul style="list-style-type: none"> <li>• Wiretapping transcript; the conspiracy of Berati operation</li> </ul>                          |
| May 21, 2013      | <ul style="list-style-type: none"> <li>• Lalla orders investigations for the operation against the Prosecutor</li> </ul>                |
| July 19, 2013     | <ul style="list-style-type: none"> <li>• Abuse with road funds; three local officials from Bërzhita Commune under indictment</li> </ul> |
| September 4, 2013 | <ul style="list-style-type: none"> <li>• 22 million ALL bids; accused eight local officials from Orikumi Municipality</li> </ul>        |

Disaggregation by Entity:

MAPO Journal.

Type of corruption cases: Corruption cases exposed are related to: i) politics, ii) neglect of institutions and other factors related to the malfunctioning of the justice system; iii) procurement procedures in the local governance.

**Indicator no. 2.3.2** Number of non-state news outlets that report about corruption, assisted by USG.

*Baseline: 0 outlets*

*Target Y (1): 0 outlet; Achieved Y (1): 0 outlet; Performance Y (1): N/A*

*Target Y (2): 1 outlet; Achieved Y (2): 0 outlet; Performance Y (2): 0%*

*Target Y (3); 1 outlet; Achieved Year (3): 1 outlet; Performance Y (3): 100%*

**Definition of Indicator:** Number of media outlet (blog / website /radio) developed by the project that report on corruption.

**Analysis:** This Indicator met its target only in the third year. On January 29, 2013, the investigative website [www.investigim.al](http://www.investigim.al) was finalized and launched. During Year 3 all fellows, including those from Tirana, Gjirokastra, Elbasani and Shkodra were trained on how to maintain, upload appropriate documents, as well as moderate the well functioning of the venue. The fellows are publishing their investigative articles, and there has been an increase of the number of viewers that provide their comments regarding the published investigative stories, blogs and articles. This is due to the Facebook campaign, facilitated by JuST, on behalf of the Association of Journalists for Justice to promote the Association's Facebook page.

- 2,076 visitors have visited the investigative website. The visitors are from Albania, Greece, Macedonia, Kosovo, Italy, United States, Germany, United Kingdom, and Switzerland;
- 3 minutes is the average duration of these visits;
- 66.62% are the new visits.

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| Country / Territory  | Visits                                      | Pages / Visit                         | Avg. Visit Duration                           | % New Visits                              | Bounce Rate                               |
|----------------------|---|---------------------------------------|---|---|---|
|                      | <b>2,076</b><br>% of Total: 100.00% (2,076) | <b>2.50</b><br>Site Avg: 2.50 (0.00%) | <b>00:03:22</b><br>Site Avg: 00:03:22 (0.00%) | <b>66.62%</b><br>Site Avg: 66.47% (0.22%) | <b>65.08%</b><br>Site Avg: 65.08% (0.00%) |
| 1. Albania           | 1,535                                       | 2.88                                  | 00:04:12                                      | 59.09%                                    | 60.26%                                    |
| 2. Italy             | 87  | 1.25                                  | 00:00:51                                      | 87.36%                                    | 87.36%                                    |
| 3. Greece            | 78  | 1.18                                  | 00:00:34                                      | 88.46%                                    | 88.46%                                    |
| 4. Kosovo            | 67  | 1.21                                  | 00:00:34                                      | 95.52%                                    | 86.57%                                    |
| 5. United States     | 55  | 1.85                                  | 00:01:27                                      | 85.45%                                    | 63.64%                                    |
| 6. (not set)         | 47  | 1.57                                  | 00:01:01                                      | 76.60%                                    | 70.21%                                    |
| 7. Macedonia [FYROM] | 34  | 1.32                                  | 00:00:32                                      | 94.12%                                    | 88.24%                                    |
| 8. United Kingdom    | 30  | 1.60                                  | 00:02:52                                      | 90.00%                                    | 63.33%                                    |
| 9. Germany           | 22  | 1.91                                  | 00:02:54                                      | 90.91%                                    | 59.09%                                    |
| 10. Switzerland      | 17  | 1.24                                  | 00:00:37                                      | 70.59%                                    | 82.35%                                    |

Rows 1 - 10 of 42



**Indicator no. 2.3.3:** Number of articles/ investigative reports placed on the non-state news outlets that report on corruption assisted by USG.

*Baseline: 0 articles*

*Target Y (1): 0 articles; Achieved Y (1): 0 articles; Performance Y (1): N/A*

*Target Y (2): 10 articles; Achieved Y (2): 0 articles; Performance Y (2): 0%*

*Target Y (3): 10 articles; Achieved Year (3): 17 articles; Performance Y (3): 170%*

**Definition of indicator:** Number of articles, investigative reports initiated by the journalists contributing to the media outlet(blog / website /radio) developed by the project that report on corruption.

**Analysis:** The target is exceeded for this indicator. It has now been eight months since the opening of the website. It must be emphasized the great involvement, the hard work and dedication to the program demonstrated by the investigative journalists. They produced important and interesting stories, and created a web page, which has already hundreds of unique visitors every day. Seventeen full investigative stories are written by the journalists of the Association of Journalists for Justice, which are published in [www.investigim.al](http://www.investigim.al), as following:

1. **The Invisible Workers** The reporter examined the growing problem of black market labor being used by manufacturers, construction companies and other large employers. Because the workers are paid in cash and off the books, they receive no protections, no state-mandated insurance or health benefits, and are left to fend for themselves when they are injured on the job. Faced with the dire employment situation in many parts of the country, the workers are in no position to complain. If they object, they are replaced by a daily labor pool that numbers in the hundreds.
2. **The January 21 shooting trial** The reporter submitted an exhaustive look at the criminal proceedings of the police officers and Guards of the Republic charged with shooting and killing four protesters and injuring many others two years ago. The case is notable because it is the first time a head of the Guard has ever been put on trial. This story presented a chance for the Independent Media Venue to do what it is designed to do: Take a step back and look at an issue with an unbiased, professional and deeply researched approach.
3. **The booming Cannabis trade** Reporting was done by two reporters of the association and took a look at Albania's growing Cannabis trade. Unlike the previous two stories, this was filled with assertions, opinions, indignation and accusations against police that couldn't be sustained.

4. **Personal information made public** This story submitted by a reporter from Gjirokastra examined the lack of protection of private information, even by state organizations obliged to protect it. The story was straight forward and simple, and is a good example of the type of sophisticated blog item envisioned during the September sessions.
5. **5-6. Pollution in Elbasan** These two stories were submitted by a reporter from Elbasani, and detailed massive pollution and health problems in the city of Elbasan. The consultant spent more time on these than any other, because if done properly they would have been important stories and centerpieces for the new venture.
6. **UNESCO Heritage site in South Albania** is the story prepared by two Gjirokastra reporters. This story looked at massive waste and incompetence in a United Nations program designed to restore and preserve historical landmarks in South Albania. This was good work by two young reporters. It needed extensive revisions and more use of available documents.
7. **Dritan Dajti “checkmates” Albanian justice:** The reporter provided an exhaustive look at the criminal proceedings against Dritan Dajti – a curious case having all ex officio defense lawyers quit. While it every defense lawyer appointed by the court to defend Mr. Dajti quits, the last appointed lawyer Ndue Pjetra surprised the court with an uncommon request – he asked for 200 thousand Euros for the defense of “Dajti” case. Whereas, as a second condition, had the first one been accepted, he demanded a term of 30 days to prepare the defense in question. There was an immediate reaction from the prosecutor of the case, who accused the lawyer to have agreed with the defendant to continue postponing and dragging the trial. Not only the judges in charge of adjudicating the “Dajti” case did not foresee it, but they didn’t even imagine such a surprise. The court overruled the uncommon request presented by the lawyer. Therefore, this long judicial process has grounded to a halt again.
8. **The deceived find “solutions” in self justice:** The reporter Analysis the actual situation related to the criminal offence of Fraud, providing an exhaustive research on investigations and convictions related to this criminal offence for 2012 and the first 5 months of 2013. While there is an increasing number of reports by citizens to the prosecuting authorities for fraud, the sentences given by courts are not satisfactory. This fact often leads the victims of such crime to extra-judicial solutions and self justice.
9. **Aflatoxins in milk, “deadly” for the business:** The reporter investigates the recent case of suspected high levels of the aflatoxins substance in milk imported to Albania and the harm that such a history has caused to the business.

10. **A senior official after the “business” of permits in Prison:** The reporter after a thorough investigation on the arrest of the director of Shënkolli Prison exposes a corruption scheme, with allegations that officials sold day passes to prisoners in exchange for bribes. Prosecutors arrested the abovementioned director, but so far have let his supervisor remain free. A senior prison official in Tirana who ordered the temporary release of a man convicted of murder has so far dodged a bribery investigation that led to the arrest of his subordinate. Not only have charges not been brought against the official, but the Attorney General’s Office won’t even release the supervisor’s name. The Albania Center for Investigative Reporting ([www.investigim.al](http://www.investigim.al)) has obtained a confidential document from the Court of Tirana which implicates a “senior official of the prison administration” in an ongoing corruption scheme. According to records filed in the arrest of the director of Shënkolli Prison, prison officials were selling “one day furloughs”, for as much as €100 euro per day, allowing convicts to roam free in exchange for the bribe.
11. **Gjirokastra, the town that offers nothing to the people with disabilities:** The article tackles the problem related to the lack of infrastructure facilities for the people with disabilities. It highlights the indifference of the local government units on compiling adjusting strategies to respect the rights of the people with disabilities. There is no local policy on improving the road infrastructure or finding ways on employing the people with disabilities. It also addresses the total silence and indifference of the central institutions and line ministries on implementing the Law on regard to the disabled people. The lack of reimbursement of the medicines is another issues raised up in the article by the two interviewed people; this due to lack of state budget allocated for this service.
12. **The denouncement of orphans: “Associations are deceiving us”:** The article brings up abuses on the system of social aid for the category of the orphans. The denouncement comes from an orphans’ mother, the representatives of the Regional State Social Service office and a local NGO. The NGO “Mother’s Heart” is accused to have illegally released certifications which declare the status of the orphan, something that is an obligation of the state institutions.
13. **The blind who want to see the care of state:** The article throws light to the discrepancies of the Law on regard to services provided by the state to the blind people. Even though there exists a law for the differentiation of taxes and tariffs for the blind people, the local government units do not respect it. The representatives of the Association accuse the central government that has done the best to weaken the role of their institutions which are the only advocating mechanism on

protecting their rights. The article denounces the abuse with the status of the blind people where some 10,000 people are added unfairly to the lists by the responsible institutions.

14. **Këlcyra, the town that lives with “alms”:** The article identifies abuses on the economic aid beneficiaries’ lists in Kelcyra town. Some 21 families were indentified to be present to the social aid lists since 2003. Many other families are reported to be illegally included to the lists. Furthermore, the financial amount of the social aid is identified to be mostly a rewarding way for the political parties’ militants, who have occupied these lists with illegal decisions of the Municipal Council. The municipality does not react to the informal employment of all the people treated with the social aid, which costs a high financial harm to the state budget. Furthermore, the social aid scheme has turned into a “reward” scheme for the political militants of all the political party spectrum, an issue stated by the local authorities.
15. **KEMP, “mission impossible” for the mentally ill people:** This article addresses the abuses from the KEMP (Health Commission that Defines the Ability of People for Work) on issuing the certification for the people with disabilities. It describes the back and forth of an ill person until he gets the final decision of KEMP. Furthermore it highlights the hundreds of “hidden” cases of patients that are ignorant on their right or cannot cover the preliminary expenses for examination, not being beneficiaries of the disability payment and living in misery and unprotected by the state. The article argues that the responsibility for such a situation falls upon the administrators of the social aid departments of the respective LGUs.
16. **“The poor” of the economic aid and the law-making councilors:** The article brings up the abuses in the economic aid beneficiaries’ lists, in Krahes and Qesarat communes where tens of families are abusively added through decisions taken by the municipal council members. Furthermore, there has been identified the case of one councilor included in the beneficiary lists, which is a clear abuse on the authority of this local decision body. There were also identified tens of families on both communes that were benefiting the social aid without fulfilling the proper criteria. The interviewed people denounce that this situation does have a political background, as the councilors tend to enroll as many as possible families in this lists in exchange of their vote. The article also highlights the inefficiency of the local institutions on executing their decisions i.e. act inspections issued by the Regional Social State Service seem to not have any effect on adjusting the situation as no administrative or penal measure was taken so far to the violators of this system or lack of legal knowledge form the Institution of Prefect.
17. **Children in need, unprotected and abandoned by the state:** The article tackles the problems related to lack of local strategies and policies on supporting the children in need. The scheme for the protection of the children in need has to undergo a reformulation, starting from the recruitment of the human resources up to the necessary services to be provided to

these children. The representatives of civil society highlight the need for professional people being employed in the respective departments and clearer institutional responsibilities. There is also thrown light on the inexistence of the Child Protection Units on the communes and municipalities, an obligation stipulated by law. The role of the Regional Council is also clearly defined as being inexistent as well.

**Indicator no. 2.3.4 Number of journalists trained with the USG assistance.**

*Baseline: 0 journalists*

*Target Y (1): 10 journalists; Achieved Y (1): 0 journalists; Performance Y (1): 0%*

*Target Y (2): 15 journalists; Achieved Y (2): 20 journalists; Performance Y (2): 133%*

*Target Y (3): 20 journalists; Achieved Year (3): 29 journalists; Performance Y (3): 145%*

**Definition of indicator:** Number of trained journalists on reporting corruption, through the “Law school of Journalists” and trainings on investigative journalism.

**Analysis:** The target is exceeded for this indicator, because of the extensive investigative training and mentoring programs that the JuST project undertook with the fellows and young reporters. In addition to the JuST efforts to enhance the investigative skills of the Albanian journalists, a JuST grantee located in Gjirokastra provided a considerable contribution to achieve the target for this indicator. The organization “Eye of the New Media” from Gjirokastra, worked to create a new generation of investigative journalists, who will amplify their voice on various issues that will concern the community in the future. A group composed of nine young reporters from the Gjirokastra area built their capacities in writing investigative articles on corruption cases, from the ToT group composed by the JuST reporting fellows.

The journalists trained with the USG assistance come from Tirana, Korça, Gjirokastra, Saranda, Elbasani and Shkodra and work in the local and national media, both print and broadcast.

Indicator’s disaggregation by:

*Gender:* Female (12); Male (17);

*Regions: Elbasani (1); Shkoder (1); Gjirokastra (13); Tirana (14);*

*Type of Media:*

i) Visual media:

*Top-Channel, Vizion Plus, ABC News, News24, TVSH, +2Radio Radio Saranda, ATSH in Korçë, AlbScreen, TV Ora Gjirokastra, ATSH Shkodër,*

ii) Print media

*Newspapers - Shqip, Standard, Shekulli, Mapo, Tirana Times; Shqiptare and Panorama,*

**Indicator 3.1.1: Number of issues of the Bar Journal.**

*Baseline: 0*

*Target Y (1): 0 issues; Achieved Y (1): 0 issues; Performance Y (1): N/A*

*Target Y (2): 2 Issues; Achieved Y (2): 3 issues; Performance Y (2): 150 %*

*Target Y (3): 4 Issues; Achieved Year (3): 7 Issues; Performance Y (3): 175%*

**Definition(s):** Number of issues of the Bar Journal published by National Chamber of Advocates



**Analysis:** During The Year 3 target for this indicator was exceeded due to the decision by NCA to publish more issues than originally foreseen.

After successfully laying the groundwork for the Bar Journal's creation in Y1, the first, second, and third issues were printed in Y2, and the fourth, fifth, sixth and seventh in Y3, with 2000 copies distributed to local chambers, courts, and prosecution offices throughout Albania. While it was first envisioned by the Project to produce 2 issues of the Bar Journal in the first year of publication and then expand to a quarterly magazine, upon request of the NCA it was agreed to have a quarterly magazine from the first year of publication. Considering the NCA's will to publish the magazine as well as its financial capacities on the one hand and the need to build ownership and to have sustainability, the financial contribution from JuST project was decreased at the third issue. This was reflected by passing to a cost sharing approach with the NCA for three more issues, while the seventh issue was completely self-sustained by the NCA.

Disaggregation of indicator:

*Breakdown by gender of author: 65 is the total number of authors who have contributed in the seven issues of the Bar Journal (a few of them have contributed in more than one issue, but have been counted only once); Female (23); Male (42)*

**Indicator 3.1.2: Number of lawyers and assistant lawyers that received USG training.**

*Baseline: 0*

*Target Y (1): 150 lawyers and assistant lawyers; Achieved Y (1): 196; Performance Y (1): 131%*

*Target Y (2): 250 lawyers and assistant lawyers; Achieved Y (2): 324; Performance Y (2): 130%*

*Target Y (3): 350 lawyers and assistant lawyers; Achieved Year (3): 540 lawyers and assistant lawyers; Performance Y (3): 154%*

**Definition(s):** Number of lawyers receiving project-supported training. Training includes direct project activities (i.e. roundtables, workshops, seminars), as well as trainings delivered by NCA and regional chambers through project-supported continuing legal education (CLE) courses

**Analysis:** This indicator exceeded its target for the Year 3. The reason is that original idea was that CLE would be just for licensed attorneys. However, at the NCA's request JuST team decided to extend the program to assistant attorneys, as well. The actual results include both lawyers and assistants trained in three chambers. The total number of lawyers and assistants trained in three chambers was 540, with 216 (112 lawyers and 104 assistants) receiving training for the first time.

*Disaggregated by:*

Lawyer/assistant lawyer  
264 lawyers & 276 assistant lawyers

*Gender:* 269 Female & 271 male

*Location:* 176 from Vlora chamber (79 lawyers and 97 assistants), 227 from Durrësi chamber (111 lawyers and 116 assistants) and 137 from Fieri chamber (74 lawyers and 63 assistants).

**Indicator 3.1.3: Number of chambers offering training.**

*Baseline:* 0

*Target Y (1): 2 chambers; Achieved Y (1): 2 chambers; Performance Y (1): 100%*

*Target Y (2): 3 chambers; Achieved Y (2): 2; Performance Y (2): 66%*

*Target Y (3): 3 chambers; Achieved Year (3): 3 chambers; Performance Y (3): 100%*

**Definition(s):** Numbers of chambers (including NCA and individual regional chambers) that offer trainings

**Analysis:** This target was met. Three regional chambers (Durrësi, Vlora and Fieri) currently offer trainings, which increases the professional capabilities of the lawyers. The first year of the CLE program started in July 2011 which corresponds to first year of the project and was rolled through 2011-2012 (second year of the project). Based on the memorandum of understanding between NCA and USAID, the CLE was to expand to a third chamber in its second year (2012-2013). The second year of the CLE corresponds to the third year of the project.

**INDICATOR 3.2.1: Number of law school students that take part in trial preparation.**

*Baseline:* 0

*Target Y (1): 0 students; Achieved Y (1): 0 students; Performance Y (1): N/A*

*Target Y (2): 60 students; Achieved Y (2): 0 students; Performance Y (2): 0%*

*Target Y (3): 120 students; Actual Year (3): 0 students; Performance Y (3): 0%*

**Definition(s):** Number of law students (those enrolled at Tirana Faculty of Law) that take part in trial preparation

**Analysis:** The target was not met because in Y3 the clinic was not functional yet. With JuST assistance in the refurbishment of clinical spaces at UTLF the clinic is expected to be functional in Y4.

**Indicator 3.2.2: Number of law school students enrolled in the legal clinic program at UTLF.**

*Baseline: 0*

*Target Y (1): N/A; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (2): N/A; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (3): 60 students; Achieved Year (3): 119 students; Performance Y (3): 198%*

**Definition(s):** Once the legal clinic will be functional law schools students enrolled in this clinic will be counted.

**Analysis:** Performance against target for this indicator is 198%. The reason this target was exceeded is that the legal clinic course is elective and the UTLF, as custom for elective courses, did not determine any limit number of students that could join the course.

*Desegregation by:*

Gender: 76 female & 43 male

Subject of the academic course: 24 Public Law & 95 Criminal Law Courses

Academic program: 108 Masters & 11 Bachelor Level

**Indicator 3.2.3: Number of people seeking assistance at the Legal Clinic.**

*Baseline: 0*

*Target Y (1): 0; Achieved Y (1): 0; Performance Y (1): N/A*

*Target Y (2): 20; Achieved Y (1): 0; Performance Y (1): 0%*

*Target Y (3): 10 students; Actual Y (3): 0; Performance Y (3): 0%*

**Definition(s):** Number of individuals seeking general information and legal assistance at the Clinic including clinical representation

**Analysis:** The target was not met. See comments under indicator 3.2.1.

**Indicator 3.2.4: Number of legal opinions prepared by the Legal Clinic.**

*Baseline: 0*

*Target Y (1): N/A; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (2): N/A; Achieved Y (1): N/A; Performance Y (1): N/A*

*Target Y (3): 3 legal opinions; Achieved Y (3): 0 legal opinion; Performance Y (3): 0%*

**Definition(s):** Number of legal opinions prepared by students enrolled at the legal clinic

**Analysis:** The target was not met. See comments under indicator 3.2.1.

#### **ANNEX 1: DISAGGREGATION OF INDICATOR 1.1.1**

##### **Disaggregated by: Institution**

| <b>No.</b> | <b>Institution</b>                | <b>No. of personnel</b> |
|------------|-----------------------------------|-------------------------|
| 1          | National Chamber of Advocates     | 3                       |
| 2          | Regional Chamber of Advocates     | 6                       |
| 8          | Faculty of Justice                | 2                       |
| 9          | Appellate Court of Durrës         | 18                      |
| 10         | Appellate Court of Gjirokastrë    | 2                       |
| 11         | Appellate Court of Korçë          | 13                      |
| 12         | Appellate Court of Serious Crimes | 9                       |
| 13         | Appellate Court of Shkodër        | 2                       |
| 14         | Appellate Court of Tiranë         | 46                      |

| <b>No.</b> | <b>Institution</b>                     | <b>No. of personnel</b> |
|------------|--|-------------------------|
| 15         | Appellate Court of Vlorë               | 2                       |
| 16         | High Court                             | 25                      |
| 17         | District Court of Berat                | 26                      |
| 18         | District Court of Dibër                | 8                       |
| 19         | District Court of Durrës               | 62                      |
| 20         | District Court of Elbasan              | 33                      |
| 21         | District Court of Fier                 | 28                      |
| 22         | District Court of Gjirokastrë          | 1                       |
| 23         | District Court of Kavajë               | 19                      |
| 24         | District Court of Korçë                | 48                      |
| 25         | District Court of Krujë                | 15                      |
| 26         | District Court of Kukës                | 15                      |
| 27         | District Court of Kurbin               | 17                      |
| 28         | District Court of Lezhë                | 23                      |
| 29         | District Court of Lushnjë              | 15                      |
| 30         | District Court of Mat                  | 10                      |
| 31         | District Court of Përmet               | 5                       |
| 32         | District Court of Pogradec             | 19                      |
| 33         | District Court of Pukë                 | 6                       |
| 34         | District Court of Sarandë              | 2                       |
| 35         | District Court of Shkodër              | 3                       |
| 36         | District Court of Tiranë               | 159                     |
| 37         | District Court of Tropojë              | 1                       |
| 38         | District Court of Vlorë                | 2                       |
| 39         | First Instance Court of Serious Crimes | 33                      |
| 40         | Constitutional Court                   | 8                       |

| No. | Institution                           | No. of personnel |
|-----|---------------------------------------|------------------|
| 41  | High Council of Justice               | 7                |
| 42  | Ministry of Justice                   | 19               |
| 43  | President of the Republic             | 6                |
| 44  | General Prosecution                   | 2                |
| 45  | District Prosecution Offices          | 49               |
| 46  | Magistrate School                     | 2                |
| 47  | Office of Judicial Budgets Management | 4                |

#### Disaggregated by: Location

| No. | Location    | No. of personnel |
|-----|-------------|------------------|
| 1   | Berat       | 31               |
| 2   | Burrel      | 12               |
| 3   | Durrës      | 82               |
| 4   | Elbasan     | 37               |
| 5   | Fier        | 32               |
| 6   | Gjirokastër | 3                |
| 7   | Kavajë      | 22               |
| 8   | Korçë       | 68               |
| 9   | Krujë       | 20               |
| 10  | Kukës       | 15               |
| 11  | Laç         | 17               |
| 12  | Lezhë       | 25               |
| 13  | Lushnjë     | 20               |
| 14  | Përmet      | 5                |



| No. | Location | No. of personnel |
|-----|----------|------------------|
| 15  | Peshkopi | 12               |
| 16  | Pogradec | 23               |
| 17  | Pukë     | 6                |
| 18  | Sarandë  | 2                |
| 19  | Shkodër  | 7                |
| 20  | Tiranë   | 330              |
| 21  | Tropojë  | 1                |
| 22  | Vlorë    | 5                |

#### Disaggregated by: Position

| No. | Position                                  | No. of personnel |
|-----|---|------------------|
| 1   | Advisor of the Minister                   | 1                |
| 2   | Advisor of the Constitutional Court       | 1                |
| 3   | Advisor of the President                  | 4                |
| 4   | Archivist                                 | 8                |
| 5   | Chairman of the National Bar Association  | 1                |
| 6   | Chairman of the Regional Bar Associations | 5                |
| 7   | Chancellor                                | 31               |
| 8   | Chief Inspector                           | 1                |
| 9   | Chief Judge                               | 32               |
| 10  | Chief of Sector                           | 2                |

|    |                                   |     |
|----|-----------------------------------|-----|
| 11 | Chief Secretary                   | 15  |
| 12 | Court Officer                     | 1   |
| 13 | Deputy Minister                   | 1   |
| 14 | Director                          | 14  |
| 15 | Expert                            | 1   |
| 16 | General Secretary                 | 4   |
| 17 | Head of Budget Sector             | 2   |
| 18 | Inspector                         | 3   |
| 19 | IT Specialist                     | 25  |
| 20 | Judge                             | 199 |
| 21 | Judicial Secretary                | 321 |
| 22 | Law Faculty Member                | 2   |
| 23 | Legal Advisor                     | 8   |
| 24 | Media Spokesperson                | 2   |
| 25 | Member of High Council of Justice | 5   |
| 26 | Member of High Court              | 8   |
| 27 | Member of Constitutional Court    | 4   |
| 28 | Minister of Justice               | 1   |
| 29 | President of the Republic         | 1   |
| 30 | Prosecutor                        | 65  |
| 31 | Public Information Officer        | 2   |
| 32 | Specialist                        | 5   |

### **Disaggregated by: Subject Matter**

| No. | Subject Matter/Issue                    |
|-----|---|
| 1   | Court Leadership                        |
| 2   | Courtroom Usage and Calendar Management |
| 3   | DAR Advisory Board                      |
| 4   | DAR Technology Presentation             |
| 5   | DAR System Usage Training               |
| 6   | Fast Typing Training                    |
| 7   | Mediation Training                      |

## ANNEX 2: DISAGGREGATION OF INDICATOR 1.1.3

| Courts                                 | No. of judges | No. of courtrooms | Start of usage Date | Reporting Date | No. of audio session | No. of sessions held in courtroom | % of sessions recorded in the courtroom | No. of held session in office | Total of session held | % of sessions recorded |
|--|---------------|-------------------|---------------------|----------------|----------------------|-----------------------------------|---|-------------------------------|-----------------------|------------------------|
| Lezha District Court                   | 8             | 4                 | 4/2/2012            | 9/1/2013       | 3490                 | 10582                             | 33%                                     | 2973                          | 13525                 | 26%                    |
| Korça District Court                   | 18            | 8                 | 9/3/2013            | 9/13/2013      | 16959                | 13329                             | 127%                                    | 4253                          | 17582                 | 96%                    |
| Korça Appellate Court                  | 6             | 2                 | 7/2/2012            | 9/10/2013      | 936                  | 936                               | 100%                                    | 0                             | 936                   | 100%                   |
| Durrës District Court                  | 23            | 4                 | 9/1/2012            | 6/6/2013       | 4011                 | 4166                              | 96%                                     | 14881                         | 19047                 | 21%                    |
| Durrësi Appellate Court                | 7             | 3                 | 9/3/2012            | 9/11/2013      | 3533                 | 29                                | 0%                                      | 3693                          | 3722                  | 95%                    |
| Kavaja District Court                  | 7             | 3                 | 9/24/2012           | 9/10/2013      | 2811                 | 6433                              | 44%                                     | 0                             | 6433                  | 44%                    |
| Pogradeci District Court               | 10            | 4                 | 11/19/2012          | 6/7/2013       | 3658                 | 4511                              | 81%                                     | 0                             | 4511                  | 81%                    |
| Dibra District Court                   | 6             | 4                 | 11/5/2012           | 9/13/2013      | 1165                 | 2935                              | 40%                                     | 0                             | 2935                  | 40%                    |
| Mati District Court                    | 4             | 3                 | 3/18/2013           | 9/12/2013      | 197                  | 1058                              | 19%                                     | 432                           | 1490                  | 13%                    |
| Elbasani District Court                | 15            | 2                 | 2/1/2013            | 9/11/2013      | 244                  | 607                               | 40%                                     | 6164                          | 6771                  | 4%                     |
| Kruja District Court                   | 6             | 3                 | 3/4/2013            | 9/10/2013      | 812                  | 2925                              | 28%                                     | 358                           | 3283                  | 25%                    |
| Serious Crimes Appellate Court         | 6             | 2                 | 10/2/2012           |                |                      |                                   |   |                               |                       |                        |
| Tirana Appellate Court                 | 24            | 6                 | 4/11/2013           | 9/10/2013      | 2277                 | 3605                              | 63%                                     | 0                             | 3605                  | 63%                    |
| 1st Instance Serious Crimes Court      | 14            | 4                 | 4/8/2013            |                |                      |                                   |   |                               |                       |                        |
| Kurbin District Court                  | 8             | 4                 | 5/2/2013            | 9/26/2013      | 340                  | 1473                              | 23%                                     | 0                             | 1486                  | 23%                    |
| Tirana District Court Criminal Chamber | 24            | 8                 | 5/20/2013           |                |                      |                                   |   |                               |                       |                        |
| Tirana District Court Civil Chamber    | 46            | 7                 | 9/1/2013            |                |                      |                                   |   |                               |                       |                        |
| Berat District Court                   | 11            | 4                 | 6/1/2013            | 9/13/2013      | 148                  | 466                               | 32%                                     | 633                           | 1099                  | 13%                    |
| <b>Total</b>                           |               |                   |                     |                | <b>40581</b>         | <b>53055</b>                      | <b>76%</b>                              | <b>33387</b>                  | <b>86425</b>          | <b>47%</b>             |

Note: Durrësi District Court Q4 data is not represented due to an issue with the server. The data will be reflected in the coming quarter.

### ANNEX 3: DISAGGREGATION OF INDICATOR 1.3.2

| <i>Indicator 1.3.2 : Number of mediated cases</i> |              |            |            |           |            |                    |            |              |                   |            |          |                          |
|---|--------------|------------|------------|-----------|------------|--------------------|------------|--------------|-------------------|------------|----------|--------------------------|
| Disaggregation by:                                |              |            |            |           |            |                    |            |              |                   |            |          |                          |
| Court Location                                    | No. of cases | Case type  |            |           |            | Source of referral |            |              |                   |            |          |                          |
|   |              | Commercial | Family     | Penal     | Civil      | Attorney's         | Court      | State Police | Probation Service | Parties    | NGO      | Other public Institution |
| Durrës  | 268          | 45         | 137        | 0         | 86         | 15                 | 156        | 0            | 0                 | 91         | 6        | 0                        |
| Gjirokastër                                       | 197          | 0          | 0          | 23        | 174        | 3                  | 8          | 93           | 7                 | 80         | 1        | 5                        |
| Korçë   | 176          | 4          | 133        | 0         | 39         | 12                 | 122        | 0            | 0                 | 42         | 0        | 0                        |
| Përmet  | 62           | 0          | 0          | 5         | 57         | 0                  | 2          | 6            | 0                 | 54         | 0        | 0                        |
| Sarandë   | 45           | 0          | 0          | 3         | 42         | 1                  | 13         | 0            | 0                 | 22         | 0        | 9                        |
| <b>Total</b>                                      | <b>748</b>   | <b>49</b>  | <b>270</b> | <b>31</b> | <b>398</b> | <b>31</b>          | <b>301</b> | <b>99</b>    | <b>7</b>          | <b>289</b> | <b>7</b> | <b>14</b>                |

### ANNEX 4: DISAGGREGATION OF INDICATOR 1.3.3

| <i>Indicator 1.3.3 : Number of mediated cases resolved</i> |              |            |        |       |       |                    |       |              |                   |         |     |                          |
|--|--------------|------------|--------|-------|-------|--------------------|-------|--------------|-------------------|---------|-----|--------------------------|
| Disaggregation by:   |              |            |        |       |       |                    |       |              |                   |         |     |                          |
| Court Location   | No. of cases | Case type  |        |       |       | Source of referral |       |              |                   |         |     |                          |
|  |              | Commercial | Family | Penal | Civil | Attorney's         | Court | State Police | Probation Service | Parties | NGO | Other public Institution |
| Durrës   | 213          | 40         | 105    | 0     | 68    | 13                 | 108   | 0            | 0                 | 89      | 3   | 0                        |
| Gjirokastër  | 172          | 0          | 0      | 22    | 150   | 3                  | 7     | 90           | 7                 | 60      | 1   | 4                        |
| Korçë  | 104          | 0          | 88     | 0     | 16    | 10                 | 66    | 0            | 0                 | 28      | 0   | 0                        |
| Përmet   | 54           | 0          | 0      | 4     | 50    | 0                  | 0     | 5            | 0                 | 49      | 0   | 0                        |
| Sarandë  | 37           | 0          | 0      | 1     | 36    | 1                  | 9     | 0            | 0                 | 20      |     | 7                        |

|       |     |    |     |    |     |    |     |    |   |     |   |    |
|-------|-----|----|-----|----|-----|----|-----|----|---|-----|---|----|
| Total | 580 | 40 | 193 | 27 | 320 | 27 | 190 | 95 | 7 | 246 | 4 | 11 |
|-------|-----|----|-----|----|-----|----|-----|----|---|-----|---|----|



## ANNEX 5: DISAGGREGATION OF INDICATOR 1.3.1

### Disaggregated by: Case type

| Case type   | Commercial | Family | Penal | Civil |
|-------------|------------|--------|-------|-------|
| No. of days | 13         | 13     | 11    | 12    |

### Disaggregated by: Source of referral

| Source of referral | Attorney's Office | Court | State Police | Probation Service | Parties | NGO | Other public Institution |
|--------------------|-------------------|-------|--------------|-------------------|---------|-----|--------------------------|
| No. of days        | 12                | 12    | 11           | 12                | 12      | 14  | 12                       |

### Disaggregated by: court location

| Court Location | Durrës | Gjirokastrë | Korçë | Përmet | Sarandë |
|----------------|--------|-------------|-------|--------|---------|
| No. of days    | 11     | 11          | 17    | 11     | 12      |

## ANNEX 6: DISAGGREGATION OF INDICATOR 1.3.5

### Disaggregated by: Case type

| Case type         | Commercial | Family | Civil |
|-------------------|------------|--------|-------|
| Reduction of time | 1000%      | 1028%  | 930%  |

### Disaggregated by: court location

| Court Location    | Durrës | Korçë |
|-------------------|--------|-------|
| Reduction of time | 1540%  | 500%  |